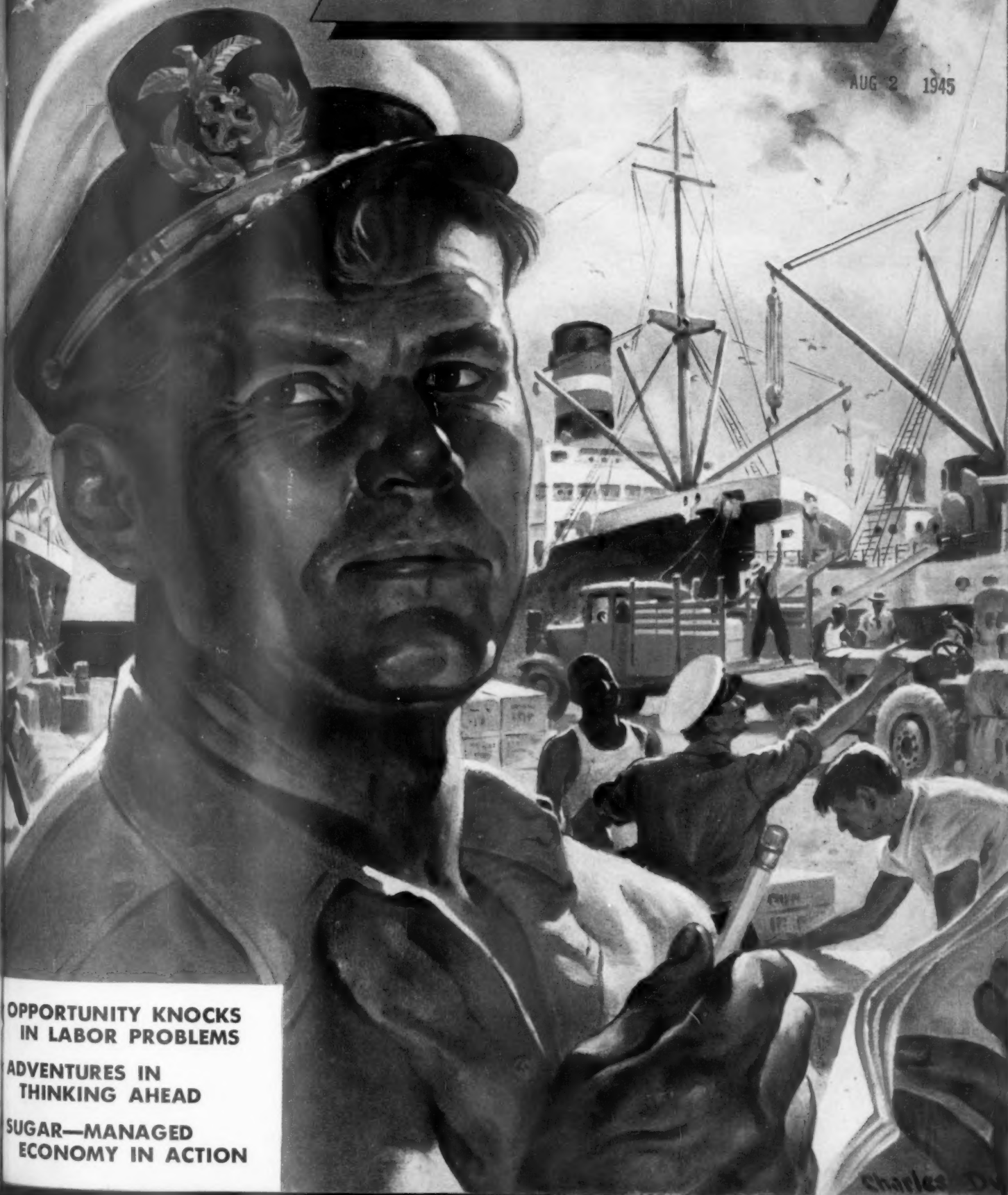


PERIODICAL ROOM
GENERAL LIBRARY
UNIV. OF MICH.

August *NATION'S* 1945

BUSINESS

AUG 2 1945



**OPPORTUNITY KNOCKS
IN LABOR PROBLEMS**

**ADVENTURES IN
THINKING AHEAD**

**SUGAR—MANAGED
ECONOMY IN ACTION**



The Grillroom supplies a unique service. Automatically-operated food counter for self-service . . . light repast or a full meal . . . novel and convenient new seating arrangements . . . a wholly new conception in railroad restaurant service.

PATENT APPLIED FOR

The Grillroom Car... **Another New Pullman-Standard Diner!** Provides Buffet Service with Lounge Comfort

You may dine as you like—a quick, light lunch, or a leisurely square meal—when *The Grillroom* takes its place on fine new trains built by Pullman-Standard. Where time and economy count, you will have the savings of self-service. If you want to sample a dozen tempting dishes, you may please yourself in *The Grillroom* . . . another Pullman-Standard creation for the greater pleasure of rail travel.

The tastes and comfort ideals of the traveling public are interpreted by Pullman-Standard designers through continuing contact with passenger opinion. These findings are supported by exhaustive research and more than 85 years of experience in which Pullman-Standard has built the great bulk of all American passenger equip-

ment. The leadership of Pullman-Standard in carbuilding is still further advanced in its great series of cars, entirely new in design. Club-Cinema Car . . . Junior Club Car . . . Day-Nite Coach . . . The Three-Dex . . . Convertible Coach-Lounge—all improve travel pleasure through Pullman-Standard research and engineering.

When railroads buy from Pullman-Standard, *quality and craftsmanship* are the prime considerations. Whether the cars they order are built of sturdy alloy steel or aluminum, whether painted, or sheathed in stainless steel or bright aluminum, they provide you with the best that money can buy for your greater travel comfort and safety. Pullman-Standard deservedly builds the most because it builds it best.

© 1946—P. S. C. M. Co.

PULLMAN-STANDARD *Car Manufacturing Company* **CHICAGO, ILLINOIS**

World's largest builders of modern streamlined railroad cars . . . Offices in seven cities . . . Manufacturing plants in six cities

Nation's



Business

PUBLISHED BY

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 33

AUGUST, 1945

NO. 8

Opportunity Knocks in Labor Problems	James Tanham	21
To handle big gripes well, practice on the little ones		
Adventures in Thinking Ahead	Gerald Movius	23
Behind the scenes with the U. S. Chamber		
Teamwork for Better Health	John LaCerta	25
A little money can buy a lot of service		
The World Beats a Path to Our Doorstep	Junius B. Wood	27
Meet the 40,000 foreign representatives to America		
Making Farm Laws Fit the Facts	Ovid A. Martin	28
Is agriculture to be a business or a relief project?		
Managed Economy in Action	Lawrence Sullivan	31
The sugar "plan" we adopted in 1937 built today's shortage		
What Workers Worry About	Whiting Williams	34
The Veteran May Teach You Some Tricks		
	Sgt. C. M. Buchanan	42
Ingenuity learned in war promises business a shot in the arm		
"Charged with Promoting Commerce"	C. C. Campbell	48
What Henry Wallace can do for and to business		
America's Growing Curiosity	Edwin Ware Hullinger	55
We can use what O.S.S. has learned about the world		
Green Pastures for Flood Waters	Herbert Corey	68
The best time to control torrents is before they start		
A "Letter from Home"	Rosemary Taylor	84
Soldiers get mail and a laundry man gets satisfaction		
Business Goes to School	Carlisle Bargerion	100
Pupils with five figure salaries learn about foreign trade		

REGULAR FEATURES:

N. B. Notebook 7	Management's Washington Letter 17
About Our Authors 109	Capital Scenes 111

Cover painting by Charles Dye

LAWRENCE F. HURLEY—Editor

PAUL McCREA—Managing Editor LESTER DOUGLAS—Director of Art and Printing
 Assistant Editors—ART BROWN, W. L. HAMMER, DONN LAYNE
 Contributing Editors—HERBERT COREY, JUNIUS B. WOOD
 CHARLES DUNN, Staff Artist RALPH PATTERSON, Assistant to Director of Art
 ORSON ANGELL—Advertising Director JOHN F. KELLEY—Business Manager
 Advertising Managers—Eastern, VICTOR WHITLOCK; Western, J. H. BUCKLEY
 Circulation Managers—Eastern, DAVID V. STAHL; Western—FLOYD C. ZEIGLER

GENERAL OFFICE—U. S. Chamber Building, Washington 6, D. C.

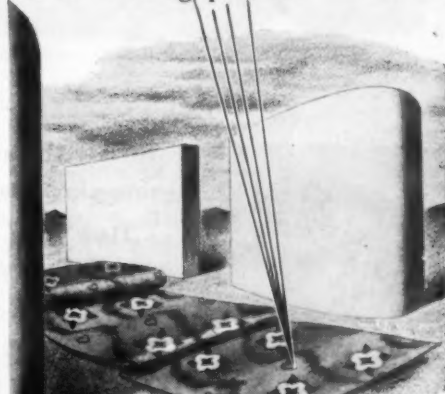
BRANCH OFFICES—420 Lexington Ave., New York 17; 38 So. Dearborn St., Chicago 3; 333 Pine Street, San Francisco 4; 1101 Commerce St., Dallas 2; Hanna Building, Cleveland 15.

As the official magazine of the Chamber of Commerce of the United States this publication carries notices and articles in regard to the Chamber's activities; in all other respects the Chamber cannot be responsible for the contents thereof or for the opinions of writers.

Nation's Business is published on the 30th of each month by the Chamber of Commerce of the U. S. at 1615 H St., N. W., Washington 6, D. C. Subscription price \$12 for 3 years. Entered as second-class matter March 20, 1920, at the Post Office at Washington, D. C., additional entry at Greenwich, Conn., under the act of March 3, 1879. Printed in U. S. A.

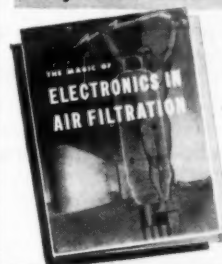
The Clean Air Zone PROTECTS TEXTILE MILL PRODUCTION

SUPER CLEAN AIR free from dust, soot and smoke particles—has been a recognized necessity for textile mills for a number of years, but until the advent of the Electronic air filter the problem of keeping production absolutely clean remained unsolved. Similar atmospheric dust control problems confront many industries, and the knowledge gained by AAF engineers through 25 years of experience is available without obligation to any manufacturer with an air cleaning problem. Write us.



AAE Electronic AIR FILTRATION

May We Send You This Book?



Of particular interest for—
 FOOD PRODUCTS
 TEXTILES • HOSPITALS
 DEPARTMENT STORES
 BACTERIA CONTROL
 AIR CONDITIONING
 PUBLIC BUILDINGS

AMERICAN AIR FILTER CO., INC.

109 Central Ave., LOUISVILLE 8, KY.

In Canada: Darling Bros., Ltd., Montreal, P. Q.



HOW FAR can our submarines range from their bases?

How long can they brave enemy waters?

These are heavily guarded secrets . . . deadly ones for the Japs! For a full seventy-five per cent of Jap shipping sunk to date is credited to our great fleet of submarines.

But it is no secret that air conditioning is one of the major factors in their improved efficiency. Submarine air conditioning, a Navy-York development, has done away with corrosion of electrical controls—making possible the installation of more powerful propulsion machinery. And with lowered humidity, personnel can now withstand much longer tours of duty.

In the modern sub, air conditioning and appetizing

foods kept fresh by refrigeration help our men maintain good physical condition. Mental attitudes improve . . . men even gain weight where previously, without the benefits of mechanical cooling, they lost rapidly on extended patrols.

Peacetime Range of Mechanical Cooling

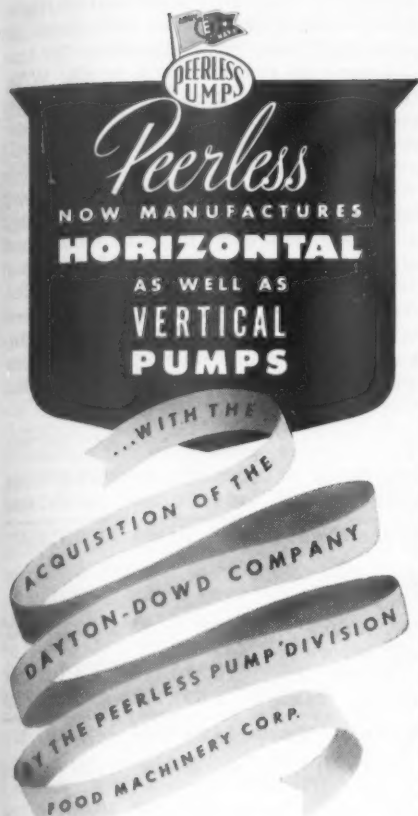
Today all York facilities are devoted to the supply of the armed forces and essential industry. After Victory, the engineering experience which has helped bring submarine air conditioning and refrigeration to its present high efficiency will bring the benefits of vastly improved mechanical cooling to a waiting peacetime world.

We at York, and our branches and distributors across the nation look forward to the time when we can spread these benefits—wider and farther—from modest homes to mighty skyscrapers. York Corporation, York, Penna.

YORK *Refrigeration and Air Conditioning*

HEADQUARTERS FOR MECHANICAL COOLING SINCE 1885

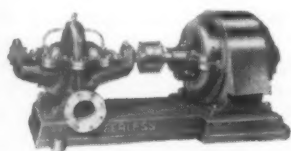




★ Complementing the eminent line of Peerless Vertical Turbine, Hi-Lift, Hydro-Foil, Jet and Water King Pumps, Peerless now manufactures Horizontal Centrifugal Pumps, formerly Dayton-Dowd.

Peerless has acquired the Dayton-Dowd Company of Quincy, Illinois, which henceforth will be operated as the Quincy Works of Peerless Pump Division.

So now, regardless of the type of pump you need—Peerless produces it, giving you choice of vertical or horizontal design, plus augmented hydraulic engineering service.



Peerless Pumps
VERTICAL & HORIZONTAL

PEERLESS PUMP DIVISION
Food Machinery Corp.

LOS ANGELES 31, CALIF.
301 W. Ave. 26

QUINCY, ILLINOIS • CANTON 6, OHIO
2nd and York St. 1250 Camden Ave. S.W.

NB Notebook

Dog days

FOR want of something better maybe this item will serve as an introduction to the Dog Days. Conclusion of the war with Japan, it seems, will usher in at least half a dozen years of exceptionally active and profitable business for breeders of dogs and also for makers and sellers of dog products and accessories, according to the publicity division of a dog food manufacturer. Better than 25 per cent of the large number of new postwar homes needed are reasonably sure, the same authority adds, to have dogs as part of their "standard equipment." In England a dog boom is already running full tilt.

Some voices have been heard recently urging a bit of caution in figuring out what all these new homes will contain. They may have to be twice as large as anything in prospect to contain what some rosy estimates anticipate.

But more dogs, publicity notwithstanding, sounds like a safe bark.

Management education

THE "rule of thumb" man, your practical citizen who keeps his "feet on the ground" and his "shoulder to the wheel" has been the mainstay of American business and the pride and joy of luncheon clubs. With no depreciation of his earthy talents, along comes the suggestion that higher management, nevertheless, requires broader educational equipment and less specialization.

Source of the suggestion is the Hopf Institute of Management, Inc., Windrose Farm, Ossining, N. Y., headed by Dr. Harry A. Hopf, top management engineer and winner in 1940 of the CIOS (Comité International de L'Organisation Scientifique) gold medal award. CIOS embraced the leading management organizations in 17 countries.

"One has but to become acquainted with the writings of such authorities in the field of education as Barzun and Calkins of Columbia, Donham of Harvard, and Tead of the Board of Higher Education of New York City, to visualize the directions in which the educational program of the future should unfold itself to cope successfully with the problem of developing leaders in business," the Institute bulletin *Net Re-*

sults points out. "Our immediate concern, however, should be with the present generation. . . .

"Obviously, the literature of management affords one means of supplying such guidance. Yet among business executives and their subordinates, there is widespread, almost appalling, ignorance concerning books in the field of management, except, perhaps, the so-called 'how' books, dealing with various special phases. As for works treating of the philosophic aspects of management and concerned with broad fundamentals, acquaintance with them, to say nothing of mastery, is confined to a very small percentage of those who could benefit by their study."

No. 1 in our "things we believe about business" is that top grade management is as professional as medicine and law. Probably there is a difference in our definitions of "education."

Round dozen

ILLINOIS became the twelfth state to remove all restrictions on investments for trust funds under its laws effective July 1. The Massachusetts "prudent man rule" became the model for Illinois as it was for ten other states. Trustees are merely to be guided by what "prudent" men would decide in the interest of safety and income.

Many funds by-passed state restrictions by allowing discretion to the trustees. Some of the older types, however, were compelled to put their money into securities, once gilt-edge, that had become not a little tarnished since 1929.

Some day perhaps we may find out what the channeling of investment along other than "prudent man" rules mean to the country. One guess would be: Plenty, in jeopardizing the very security which is the aim of protection. Savings of the multitude, it is suggested, go increasingly into restricted and specific forms of investment.

Might this be what curbs new undertakings which are the breath of life to free enterprise?

Food chain forecast

IN ARGUING against certain features of the Price Control Act, officials of Safeway Stores, Inc., big food chain,

Only fifty cents a day hires a Camel!

... Cheap—until you figure it out

IN Southern Arabia you can hire a camel, plus the required attendant, for about 50 cents a day.

Sounds cheap! But let's see . . .

If you wanted to move a *ton* of freight, you'd need 4 camels. Total cost per day—\$2. Moreover, camel caravans are *slow-moving* ships of the desert—average around 15 miles a day. So your *cost per ton mile* figures out to 13 cents . . . and that's *expensive transportation!*

On the Erie and other American Railroads, where workers are paid many times as much as a camel attendant, and each freight car costs the price of 70 camels, shippers can move freight at high speeds for an average cost of *not* 13 cents . . . but *less than 1 cent a ton mile!*

This kind of low-cost *mass transportation*, created by the private capital of individual investors, enables the Erie and other railroads to meet the needs of our mass production economy. Under the American Way of Life, we have achieved the greatest industrial capacity and the highest standard of living any nation has ever known.



Erie Railroad

ONE OF AMERICA'S RAILROADS—ALL UNITED FOR VICTORY



Trade Your Folding Money
For Fighting Money
... BUY WAR BONDS



maintained that only abnormal wartime sales volume and forced reductions in operating costs made it possible for the company to operate at a profit. With text and charts they brought out the current inequities in the OPA regulations but emphasized their "great anxiety for the future."

Once high wartime volume recedes, Safeway told a Congressional hearing, a 15 per cent drop in sales would not only wipe out profits but result in a loss of more than \$7,000,000 at today's price levels, wages and operating costs. Here is how the figures were projected on the basis of 1944 consolidated profit and loss statement for Safeway Stores, Inc., and U. S. subsidiaries:

	Actual 1944	5 Per Cent Sales Drop
Net Sales	\$609,552,384	\$579,074,765
Cost of Sales	494,376,520	469,657,694
Gross Profit	\$115,175,864	\$109,417,071

Expenses, other Income & Charges	105,805,052	105,250,047
Net before Taxes	9,370,812	4,167,024
Income Taxes	4,507,772	1,760,000
Net after Taxes	\$4,863,040	\$2,407,024

	10 Per Cent Sales Drop	15 Per Cent Sales Drop
Net Sales	\$548,597,146	\$518,119,526
Cost of Sales	444,938,868	420,220,042
Gross Profit	\$103,658,278	\$97,899,484

Expenses, other Income & Charges	105,250,047	105,250,047
Net before Taxes	-1,591,769	-7,350,563
Income Taxes	None	None
Net after Taxes	\$-1,591,769	\$-7,350,563

Most of the business testimony upon OPA extension dealt with current tribulations, as did part of the Safeway argument.

OPA got its extension in the end but with a compromise arrangement on food so it may turn out that this Safeway forecast reached its target along with some other missiles.

Postwar quiz

QUIZ Master in Indianapolis is Gen. Robert H. Tyndall, Mayor. Citizens of the city fire their questions on postwar plans at Hizzoner and General Tyndall finds civic experts who deal out the answers.

"What about jobs for war veterans?" and "What about automobile parking?" and "What's to be done about the smoke nuisance?"

This radio program conducted for the Indianapolis Chamber of Commerce and the Indianapolis Postwar Planning Committee on time donated by The Wm. H. Block Company, department store, is broadcast once a week to dinner-hour listeners.

The idea of a Chamber of Commerce selling the citizens the idea of buying a

wartime
tions in
for the
t. With
out the
regula-
at anxi-

recedes,
nearing,
uld not
n a loss
s price
s. Here
d on the
and loss
nc., and

Cent Sales
Drop
074,765
657,694
417,071

250,047

167,024
760,000

407,024

Cent Sales
Drop

119,526
220,042
899,484

250,047

350,563
None

350,563

y upon
t tribu-
y argu-

end but
ent on
s Safe-
c along

s Gen.
ens of
ostwar
yndall
the an-

rans?"
king?"
smoke

for the
ce and
anning
e Wm.
store, is
er-hour

merce
ying a

NESS

bright future is far from new but if any other city has used this particular technique nobody called it to our attention.

Cats back in bag

IN BEHALF of the war effort, erstwhile competitors pooled their information on product, processes and methods generally to speed the day of victory. Now that reconversion begins, peacetime reticence returns.

Companies naturally want to keep their plans a bit secret with the hope of springing a profitable surprise or two upon their competition.

So decisions which reach the public are often shrouded in generalities though certainly not in the brief, vague words known before the era of good public relations. Thus, Ralph W. Gallagher, board chairman of Standard Oil Company (New Jersey) at the annual meeting several weeks ago provided a specific review of how the war hit the company's foreign properties. He was forced to say, however, that "the answer to many problems abroad will depend upon political and economic developments." A highly necessary qualification, it would seem.

To take care of the temporary surplus of refining and producing capacity (a general condition in industry) the company plans new and higher quality products and, owning most of its new facilities, expects to make a quick and effective conversion to peacetime uses.

Once again Mr. Gallagher was compelled to fall back on contingencies: "There has been a substantial amount of government-financed war construction whose postwar application remains in doubt.

"This applies particularly in the case of the large government investment in tankers, in pipelines and in plants for special war materials such as synthetic rubber and synthetic toluene."

From which it would appear that business would have fewer secrets if government had fewer.

Scientific weapons

WHEN the American push across Germany got rolling last spring, criticisms of our weapons subsided from the crescendo which had been rising since the days in North Africa and the stories coming back about antiquated tanks. Since V-E Day, nevertheless, comparison of weapons has become franker and credits the Germans with over-all superiority.

Because American industry naturally has a stake in the reputation of all the products it makes, it is eager that our war machines attain the same margin over the rest of the world that our other products enjoy.

This is a project close to the heart of Secretary of the Navy Forrestal who has now set up the Office of Research and Inventions to guide postwar naval research, merging the Naval Research Laboratories, the Special Devices Division of the Bureau of Aeronautics, the



Cast iron pipe foundries, after breaking all records in pipe production for war requirements, are now also producing pipe available for urgent civilian needs. These foundries, with improved facilities, are all set for V-J Day and the tremendous tonnage of cast iron pipe which will be needed



soon thereafter for war-deferred water, gas and sewage works construction, now largely blueprinted and ready to go.


CAST IRON PIPE RESEARCH ASS'N, T. F. WOLFE, RESEARCH ENGINEER, 122 S. MICHIGAN AVE., CHICAGO 3

CAST IRON PIPE SERVES FOR CENTURIES

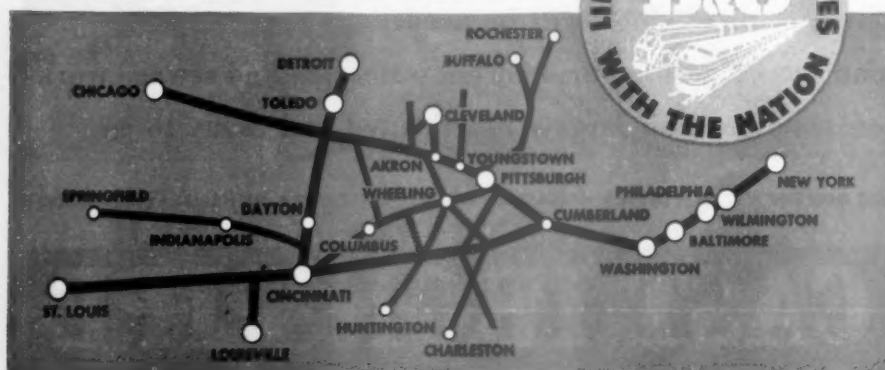


THE GROWING NATURAL RESOURCE FOR WAR AND PEACE - *Lumber*

The spirited tempo of a lumberman's axe, the steady rhythm of cross-out saws, the re-echoing cry of "T-I-M-B-E-R" . . . these forest sounds have gained volume to bring a crescendo to lumber production for war. • The lumber industry has met the challenge of war by increasing its yearly output by nearly 18 billion board feet . . . wood that has been indispensable in the construction of thousands of articles for victory. • Though lumber continues to be a "critical" war material, the timber and allied industries have many things planned for peace. Added to such pre-war articles as plywood and cellulose fiber for rayon, scientists have developed felt-like fabrics, stock feeds, plastics and a myriad of other things — from wood! • Working closely with the lumber industry, the Baltimore & Ohio Railroad transports millions of tons of lumber yearly over its 11,000 miles of track. From this close association we, of the B&O—all 70,000 of us—feel privileged to commend lumber's 360,000 primary workers and the millions of men and women in allied industries for the tremendous job being done so well for war . . . and peace.


R. B. WHITE, President

➔ NEARLY 3,000,000 TONS OF LUMBER AND LUMBER PRODUCTS MOVED OVER B & O RAILS IN 1944



BALTIMORE & OHIO RAILROAD

Office of Research and Development and the Office of Patents and Inventions. Rear Admiral Harold G. Bowen, who was director of the last named, heads the new office.

The Admiral is a genial, forthright, talented officer and, judged by a pleasant evening in his company, is a type who must squeeze brass tears of despair from under brass hats.

On the Army side, the War Department created the New Developments Division in 1943, one of the duties of which was to expedite the application of new weapons, devices and techniques. Its functioning, however, has come under criticism from military editors. Under Secretary of War Patterson, meanwhile, has emphasized the need of peacetime research funds and expressed the belief that a unified defense agency would go to the heart of many problems in this field.

Talented young scientists after selection would have their regular basic military training at the academies and then pass on to postgraduate work in universities and industry.

A layman's view of this proposal, however, is that basic military training would not hold much attraction for talented young scientists. Academy training, in fact, with its insistence upon going "by the book" is what brings a smart salute but often stifles imagination.

In industry it was imagination and not gold braid that produced weapons ten, and sometimes 100, times faster than the military ever dreamed possible. The Machine Age in War obviously provides a job for the technicians of industry who are given a problem to work out with the least expenditure of human life.

The days of trying to prove that "hearts of oak" can defy alloy steel moving at 2,640 feet a second may be over, if the Peace Charter works, but industrialists would prefer to see the right kind of set-up established "just in case," and not one that will take dust from the war machines of other nations.

Burned children

AMOUNTING to less than \$5,000,000,000 just before the last war, the farm mortgage debt was double that amount by 1921 and hung there for four grim years while agricultural income nose-dived from \$12,500,000,000 to \$7,000,000,000.

Farmers were badly burned children in the speculative fires of those days—and as a group they probably possess longer memories than some others. So last year they reduced mortgage debt by \$364,117,000, cutting the total down to \$5,270,655,000 as of Jan. 1, 1945, the lowest for any year since 1916.

From 1940 through 1944 farm mortgages were slashed by \$1,315,744,000. In contrast, from 1914 through 1918 the jump was \$2,430,000,000. Two wars and experience so far have paid off by a spread of \$3,745,744,000!

MANAGEMENT'S

Washington LETTER

A last minute roundup by a staff of Washington observers of government and business

► **BIG THREE CONFERENCE** marks the beginning of a new relationship between U. S. and Europe, say congressional observers who are in intimate touch with diplomatic affairs.

Europe apparently is committed to her own "regional arrangement" for reconstruction and rehabilitation; no longer feels a need for U. S. advice or "leadership toward democracy." Washington is not consulted on European problems, is not asked to approve secret settlements in the disputed territories; soon may be invited to abandon its OWI projects in revision of German and Italian school texts, withdraw publication of overseas educational magazines, pamphlets and newspapers.

Some members of the Senate Foreign Relations Committee see the beginnings of a new era of traditional power politics; wonder what may be America's position in Europe when our domestic economic pressures cut off all lend-lease shipments?

► **SECRETARY VINSON** works in easy harness with tax committees of House and Senate; will abandon all experimental proposals formerly pressed by Treasury think squads.

Treasury policies on taxes, spending and management of the national debt will not be changed sharply under Secretary Vinson.

He favors high taxes so long as necessary to cover heavy spending; but is far removed from the spend-for-prosperity school.

More significant for the short term, Vinson knows the personalities and political mechanics of fiscal legislation; probably can bring House and Senate together with Treasury on a two-year or five-year program to avoid instability of annual tax revisions.

On business problems he is closer to

Baruch, George and Jesse Jones than to Wallace, Pepper, Hopkins or Ickes.

He is reflective, practical, judicious, not a crusader; is wary of untested theories.

► **CONSTRUCTION INDUSTRY** clamors for release of war controls; says material priorities limit private contracts but leave public awards free.

Public works are off 25 per cent from last year, with no compensating increase in private projects.

Only road builders can find needed materials for expanding employment.

Builders estimate 165,000 new dwelling units will be built this year, as start on deficiency of 1,500,000 houses during past five years.

Contractors tell Congress unnecessary retention of material allocations prolongs housing shortage.

► **NEW FOOD MACHINERY** is now available without WPB authorizations, but principal makers report backlog of civilian orders running as high as 10 months.

Abandonment of L-292 leaves food machinery makers free to accept orders without limitation, subject only to availability of metals and manpower. But maintenance and replacement parts are available on telegraphic order for most standard processing and packaging equipment.

► **DEPARTMENT OF AGRICULTURE** is in process of complete reorganization, with Milton S. Eisenhower, a brother of General "Ike," in charge of the shuffle.

Eisenhower had been in the department 19 years (started under Coolidge) when he left in '42 to accept Kansas college presidency. Secretary Anderson has given him carte blanche to eliminate red tape and "gobbledegook" in food controls.

New OPA extension law gives Anderson effective veto over food price orders from OPA; may indicate modest upward adjustments to protect distribution margins.

But today's food shortages can't be eased appreciably until early '46, at best.

► **BRASS MILLS** estimate military cut backs to date at 33 per cent, leaving considerable capacity cleared for civilian production.

Total allocations now running about 200,000 tons monthly, against war peak of 310,000 tons in last quarter of '44.

Government-owned brass mills are being

shut down, save one or two continued for military stockpiles, which average about 10,000 tons monthly. Additional stockpile brass comes from unfabricated strips, tubes and rods reclaimed on contract cancellations.

Nickel still is scarce, limited to 12 per cent in brass alloys.

► **TIN SHORTAGE** has some of the earmarks of an ugly public scandal, say informed trade sources.

Despite improvement in shipping, military cut backs and easier manpower picture, U. S. tin supply continues inadequate. Millions of dollars made available by Congress for war metals have not been plowed into tin developments.

Informal Senate inquiries point to an effective world cartel controlling Bolivian production and impeding development of newly discovered tin deposits in Canada, Alaska, Mexico.

Inadequate tin for solder gives some defective parts for vital war equipment. Solder without sufficient tin doesn't stick; result, broken connections on radar for ships and planes.

Watch for a congressional airing of the tin muddle.

► **ARMY'S SHOE** deliveries will be cut back sharply for fourth quarter. Production schedule on combat boots has been reduced by 25 per cent, and service shoes, by 50 per cent.

Cuts mean about 12,000,000 additional pairs of civilian shoes after September. Current shortage is 75,000,000 pairs.

► **BUMPER WHEAT HARVEST** is moving slowly on heavily overtaxed railroads. Office of Defense Transportation reports only 3,000 empty box cars available at beginning of harvest season, compared with 14,000 last year and peacetime normal of 25,000. More than 200 country elevators have been closed during past year by lack of grain cars.

► **RAIL CONGESTION** on single-track transcontinentals becomes more difficult every week as increasing war load moves to Pacific ports.

Office of Defense Transportation reports that average freight trip per car stretched from 370 miles in 1939 to 495 miles in '44.

Principal eastern lines lost 10,000,000,000 ton miles of cargo time in February storms "when thousands of freight cars were literally frozen to the ground."

Freight backlog piled up in those three weeks was not fully breasted until mid-June. Association of American Railroads reports that a freight train now leaves its U. S. terminal every five seconds day and night.

► **REVISED MEAT ORDER** by OPA requires that every carcass and wholesale cut be stamped with slaughter house permit number, to permit identification of each animal from slaughter pen to retail cooler. Order applies also to all farm slaughter.

Numbers may not be mutilated until wholesale cuts are reduced to retail proportions.

► **OPA'S RECONVERSION PRICING** program opens the way for all manufacturers to apply for upward adjustments to cover actual increases in production costs since the October 1941 base period.

New program will be applied on industry wide basis, but also provides for individual plant adjustments where a general industry application has not been made.

In all cases where new materials or altered models leave manufacturer without actual cost experience, profits will be protected by arbitrary inclusion of a 5 per cent margin on gross sales.

In general, reconversion prices will be calculated on assumption that production will be maintained at about the 1941 rate.

All applications for reconversion price adjustments must be filed on special forms with your District OPA office—not in Washington.

► **RELIEF FOOD** for Europe made 1,229,113 metric tons in first half year, and shipping schedule calls for 3,895,000 tons during next six months. United Nations Relief also has asked for \$234,000,000 in surplus war supplies and equipment now on Continent.

Relief organizations now operating in Albania, Czechoslovakia, Greece, Italy, France, Yugoslavia and Poland.

Relief shipments of U. S. meats and animal fats over past six months were 321,500 tons—exclusive of lend-lease food shipments.

► **TREASURY REPORTS** total U. S. war expenditures for five years ended June 30, 1945, were \$290,000,000,000; total net receipts, \$134,000,000,000.

We have spent \$35,000,000,000 more for

regular non-war operations of federal establishment since June 1940.

(Total federal expenditures for 151 years from 1789 through July 1940 were only \$173,000,000,000.)

Latest official report of U. S. Civil Service Commission shows 3,781,460 civilians now on Uncle Sam's pay roll, against 567,000 in 1933.

► WAR LABOR BOARD rules that labor unions may not impose restrictions on volume of work to be subcontracted.

Labor demand that all workers be guaranteed 48 hours weekly before any work was farmed out was sustained by regional board but was reversed on appeal to Washington. (Case No. 111-9635-D.)

But if employer agrees in advance to an arbitrary limitation on subcontracting, WLB will sustain the bargain.

► CIVILIAN TEXTILE SHORTAGE is aggravated by OPA's experiment with Maximum Average Price order on underwear, hosiery and knit goods.

Mills complain WPB production schedules call for items not included in average-price formula.

After three months of curtailed production, OPA now seeks a new textile pricing method for third quarter.

► COTTON GROWERS face abnormal losses from boll weevil this year. Mild winter gave a weevil survival rate five to seven times normal. Spot survey in Louisiana showed 1,512 weevils per acre, against 625 last year; South Carolina, 2,580 against 1,210 last year.

► FARM LABOR wage rates subject to approval by Department of Agriculture have been revised to begin at \$200 per month in areas where no specific ceilings are fixed.

In fruit and vegetable belts of Florida and Pacific Coast, per-diem rates and piece-work pay are equated at 85 cents per hour.

► OIL SHALE LABORATORY is under construction by Bureau of Mines at Rifle, Colo., to develop new sources of petroleum from mining lands. Project will cost \$1,500,000.

Geologists predict shale oil lands offer a potential source of crude approaching ten per cent of normal consumption; government experiments will seek processes to extract shale oils for naval reserves.

► GERMAN STEEL INDUSTRY expanded from 3,000,000 tons production in 1932 to 25,000,000 tons capacity in 1939.

Says July survey by Foreign Economic Administration: "Practically all the great iron and steel furnaces of Germany are ready for operation, or can be in operation with minor repairs....Without industrial disarmament, Germany could be far better prepared for war within five years than she was in 1939."

Survey reports Germany's over-all tonnage of machine tools in 1939 was 2 to 1 with U. S. on a per capita basis, 3.2 to 1 per ton of steel capacity, and 16 to 1 per motor car produced.

► SOME OBSERVERS believe Export-Import Bank will be modified form of lend-lease under bill just rushed through House. Although idea of expanding Bank goes back to Spring, 1944, present measure had only perfunctory hearings before Banking and Currency Committee was rewritten behind closed doors of Congressman Spence's office while State Department, FEA and present management of Bank struggled for control of the \$3,500,000,000 resources bill provides.

► WASHINGTON BUSINESS BRIEFS: Capitol Hill is gearing its legislative program to expectation that war in Pacific will end before 1946....Post Office announces resumption of regular air-mail to Belgium, Denmark, France, Luxembourg, Netherlands, Norway, Switzerland, and Yugoslavia, except money orders....WPB has raised limit on factory repairs and remodeling from \$5,000 to \$25,000; on civilian homes from \$200 to \$1,000....Eastern cherry crop is estimated about 40 per cent of normal; government set-aside order takes 100 percent of 1945 pack....American doctors are fighting typhus epidemic in Balkans with new DDT insecticide applied by electric blow guns....Twenty-four nations operate their international air lines through government chartered monopolies....Because farmers have killed off several million laying hens to help their domestic meat supply, eggs are beginning to appear in short supply in most major markets....Government has commandeered the entire 1945 peanut crop at \$145 to \$160 per ton....Rubber industry has licked all technical problems to make latex foam cushions from synthetic as well as natural gums....Many retail bakeries are taking summer vacations to conserve their sugar and fat rations.



BUY MORE WAR BONDS

Quenching the great American thirst

About a billion dollars' worth of soft drinks were consumed last year. That's a lot of cases, and bottles, and bulk flavors—and trucks hauled every nickel's worth. Reo salutes the beverage industry for its grand service to a thirsty people and its generous use of Reo equipment. Powerful Reo trucks are doing an around-the-clock job and proving that a reputation for dependability and economy is well deserved. Reo is now building rugged, dependable trucks and tractors for the Armed Forces, but ask your Reo dealer about limited releases of Reo equipment for essential civilian service.

REO MOTORS, INC., LANSING 20, MICHIGAN

Factory Branches, Distributors and Dealers in Principal Cities



REO

1904 • AMERICA'S TOUGHEST TRUCK • 1945



Neighborhood gossip and ultimately your reputation grow out of the worker's experiences in your plant

Opportunity Knocks in Labor Problems

By JAMES TANHAM

AS an employer, you must have industrial or labor relations. That situation occurred the day you hired your first worker.

Whether you now employ 50 or 100,000 you have no choice about it. But as to the nature of those relations, between you as an employer and your employees, you have a wide choice—a choice that exists whether or not your employees have organized a bargaining unit.

The employees, with all their virtues and their idiosyncrasies, are the human organization that gives life and spirit to your enterprise. Scattered among them are all shades of likes and dislikes for each other and for you; varying degrees of loyalty; a variety of reasons that prompt them to remain in your employ; and an array of hopes and ambitions for the realization of which they look in large part to you—their employer.

The atmosphere in which you and they operate together reflects in the balance sheet, whether you can or cannot point to it.

HERE'S a common-sense way to solve labor disputes, and, in fact, to keep them from ever happening in your company in the first place

As individuals and as a group, your employees do many things that please you, some that surprise you—some that exasperate you. Often you have wondered why.

But maybe your company has, on occasion, surprised and exasperated them, as well as pleased them. And maybe they, too, have wondered why.

When you move in the field of industrial relations, you are not operating in a void. What you do is launched in the atmosphere of relations between your management and your employees. Whether your move be a new produc-

tion schedule, a pension plan, change of hours, incentive plans, or any of a multitude of others, its reception depends in large part upon the attitudes between your management and your employees.

This was impressed on me forcibly several years ago. A company wondered if it could successfully introduce a contributory group life insurance and pension plan among its employees. The plan needed 75 per cent employee-participation to be adopted. Naturally those who understood its benefits were eager for its wide acceptance. To explain its details and cost, meetings of employees were held. But the personnel manager, after an early meeting, said a significant thing:

"You don't have to worry about this plan going over in a big way. The average employee won't understand it, but he'll buy it just the same because he knows the company would never sell him a dud."

The final figure was 99.6 per cent employee-participation. The percentage of participation is about the same now but,

despite much literature and more meetings, the average employee still does not completely understand the plan. It went over and stayed sold in a big way largely because of the employees' confidence in the company's integrity.

Cooperation for better health

I WITNESSED another illustration. A company wanted to introduce periodic physical examinations in its health program for employees. How would employees react? Would they suspect some ulterior purpose? Would they think the company was gunning for an excuse to fire some of them?

The company had heard of such experiences elsewhere. It bought the finest equipment for the purpose—X-ray for chest, fluoroscope, and other equipment. Then it said:

"Here it is—it's free but not compulsory."

The company tried it at one plant. Most of the employees asked for it. Then the equipment was moved to a nearby plant. Those who had not had an opportunity to take examinations at the first plant asked permission to go to the sec-

ond. Soon employees at other plants were asking for it.

The company heard no suggestion anywhere of any ulterior motive, and never has. Perhaps the unanimous acceptance resulted from confidence that the company would not stoop to trickery. The fact that the firm was sincere in extending this opportunity to employees further solidified that confidence.

Now just why should this *atmosphere of confidence* be so important? There are several reasons:

1. It takes the pressure off day-to-day relationships. Consider grievances. Where a reputation for prompt, systematic and fair handling of daily gripes—many of them seemingly petty but still important to the griper—has been built up, there is not the tendency to flare up and threaten hasty pressure action with all the regrets that follow on either side when the face-saving stage is reached.

2. It facilitates contract bargaining. The contract, even its specific wording, is most important. But it will be a simpler document, easier to live under and

administer, if it is based on mutual good will and understanding built up between renewal dates.

3. In the changing conditions of the days ahead, a background of fairness and understanding will smooth the transition from war to peace operations in your organization.

4. My observation is that it is a factor in settling a labor dispute before the War Labor Board. While an industry member of NWLB, I was repeatedly impressed with the not only obvious but admitted antipathy between the representative of the company in the case and the employees' representative. In many instances both appeared to be the kind of people who could have developed a more congenial relationship as long as fate and the Wagner Act had thrown them together.

Frankly, I often wondered if, as between the two parties, management should not have felt the greater responsibility for leadership toward better relations. Management is presumed to be skilled in the art of negotiating, of making a fair bargain, and in the arts of persuasion and salesmanship—even diplomacy. Certainly in the field of selling, business could not thrive without these accomplishments. I wondered whether, in some of these situations, management representatives had applied these skills as diligently as the company's salesmen apply them when they set out to woo a customer.

5. An atmosphere of confidence helps in time of labor trouble. No matter where your plant is, it is a part of the community life. Public opinion is important, particularly when you need it most.

Gossip makes reputations

THE experiences of your employees in the plant are family gossip that night, neighborhood gossip the next day, and community reputation for you the following day.

If you should have a strike or a shutdown, would public presumption in your community be in your favor or against you? You could buy newspaper space to explain your position. Perhaps, in a given situation, you should. But its effectiveness would still depend largely on your reputation and the public's impression of the customary atmosphere prevailing in your plant. It's good business to make the atmosphere inside match your hope of public opinion outside the plant.

In some situations the bargaining agency can make good will and understanding almost impossible. It has appeared at times that the union sought neither, but was intent on continual disturbance as a means to achieve personal power and prestige for the leaders. But no business can stop because a situation looks dark or hopeless. It puts a greater responsibility on management to keep

(Continued on page 63)



"The average employee knows that the company wouldn't sell him a dud"

EARLE B. WINSLOW

Adventures in Thinking Ahead

By GERALD MOVIUS



THE CHAMBER OF COMMERCE of the United States has in its employ a colored citizen named Jackson, an advocate of better living for himself and a firm believer in business action.

Jackson pilots elevators and does other chores, but on the side he lugs a shoe-shining kit from office to office in pursuit of a highly individualistic free enterprise.

One day somebody asked Jackson: "How do you always seem to know when I need a shine? When my shoes are rusty looking, you pop in. When they aren't, you don't."

Jackson grinned. "That's easy," he said. "I don't have time to wander around huntin' business. When I'm on the elevator in the morning, I watch people's feet as they come in. I remember what feet need service. Then I follow the feet to their desks. That way, I sort of keep a jump ahead."

The incident appealed to Ralph Bradford, general manager of the Chamber, as significant.

"Let that be an object lesson to the

AS A policy-making institution, the National Chamber's job is to find out how American business men stand on national issues and to translate their views into action. And it does many other things, too

rest of us," he said. "We're all going to have to be one jump ahead from now on—maybe two jumps."

Thus was expressed a day-by-day working formula for the organization, a formula based primarily on the spirit of "action." With "action" walks another spirit—the spirit of "human consciousness" which, more and more, is becoming an essential element in our national economy. That term springs right from the office of President Eric A. Johnston himself.

It is part, too, of the philosophy of General Manager Bradford who for years has been preaching that "the big-

gest business in life is the business of living."

It is the principle of human consciousness—man's recognition of the rights of other men—around which the charter for labor-management relations was built last year under the joint auspices of the Chamber, the Congress of Industrial Organizations and the American Federation of Labor.

The charter is a little document—in size. Its specific points can be summed up like this: Labor recognizes the inherent right of management to manage; management recognizes the inherent right of labor to organize and to engage

in collective bargaining; both agree that the right of private property and free choice of action must not be impaired; both unite on the premise that our system of capitalist private enterprise is the best foundation for a peaceful and prosperous expanding American economy. Finally—and most important—the code includes a declaration against unnecessary and excessive government interference in the field of labor-management relations.

Big year for the Chamber

THE fathers of the charter agree that it is still a child. President Johnston, President Philip Murray of CIO and President William Green of AFL see a promising future for it only if those charged with making it work fulfill its spirit.

If nothing else had happened in the past year, the birth of the labor-management relations charter would have made the year epochal in Chamber history.

But others things did happen—

No one in the organization will forget the Chamber's fight against the draft of American civilian workers. The Chamber stood firmly against this unprecedented proposal. The Administration was for it. Some segments of the population were willing to accept it.

The Chamber looked upon a draft of workers as the introduction into the United States of an alien principle akin to the kind with which we are at war. It resisted, in spite of the fact that thousands of business organizations which it represents needed more workers and might have obtained them through a draft.

It can be said now that if the Chamber, representing American business, had given even tacit approval, the manpower draft might have become a law.

All through the fight, the Chamber kept in mind that men in foxholes had been drafted into uniform. But it thought it knew, and thinks it knows now, the minds of those same men. They want to come home to an America basically the same as the one they left—not one with a law which would regiment the life of every citizen who has cherished his individual freedom above all other things.

Again, if nothing else had happened, this defeat of the manpower draft would have made the year epochal in Chamber history.

But again, other things did happen—both big and little.

Basically, of course, the Chamber is a "policy-making" institution, designed to

reflect the views of American business. Thereafter, its policies are translated into action by the appearance of Chamber spokesmen before congressional committees; by contact with government agencies; by liaison with other national organizations; and by public pronouncements which insure that there can be no doubt where business, as represented by the Chamber, "sits" on any given proposition.

In close relationship to that purpose is the constant sifting of information from its vast membership, funneling it into Washington for study and coordination, then broadcasting the results.

All this costs money. The cost of executing the Chamber's programs moved ahead in the year July 1, 1943 to July 1, 1944, from \$1,325,036 to \$1,534,810, as its income rose from \$1,483,770 to \$1,775,189.

Much of the cost goes for personnel. The Chamber's alert, responsive membership demands that the Chamber maintain a staff of experts who, when necessary, can act for the whole organization.

One day somebody wondered what the Chamber's operations would cost if literally thousands of capable men, leaders in their respective communities, weren't working for it "free for nothing."

Nobody had the temerity to guess, but

if the man-hours which the directors, committeemen, officers and members of affiliated organizations contribute to the National Chamber were calculated on the "price" such effort is worth, the resulting dollar total would be staggering.

That "debt," the Chamber can pay off only in energetic fulfillment of the needs of its members and of business as a whole.

The Chamber is the willing chore boy of its membership. A local chamber secretary wrote in recently, in substance like this:

"Your field man was here a while ago and asked me why I hadn't been writing you for service, so here goes." And he proceeded to unfold a complicated problem which the National Chamber could and did solve for him.

Out of the near-dozen mail sacks delivered to the Chamber every day pour requests for services which pass belief.

Inevitably, most inquiries concern matters of direct interest to member organizations or individual members. Questions touch on the manufacture, distribution, pricing and taxing of products from asbestos to zinc. Organization problems, construction problems, transportation problems, agricultural problems, tumble over each other.

The files are full of "thank you" letters, proof that a job has been well done.

It's just a sample, but one of the most interesting and illustrative of the broad sweep of the Chamber's representation of business interests comes from the Chamber of Commerce of St. Thomas—in the Virgin Islands.

Help is quick

IN a matter involving suspension of a WPB order as it affected the Islands, the National Chamber was able to move in effectively—and fast—and the St. Thomas secretary wrote:

"This is the Virgin Islands' first effective demonstration of the value of affiliation with you, and it has created tremendous good will among our members."

But not all the contact with the member trade associations and local chambers is by mail. National Chamber executives call "in person" in situations where a helping hand is needed.

It is an axiom of the Trade Association Department and the Commercial Organization Department that tomorrow's contributions in some direct, factual way to the member groups must be better than today's, just as today's must have shown improvement over yesterday.

The philosophy of "one jump ahead" has been well (Continued on page 78)



President Eric Johnston who has put the spirit of human consciousness into the Chamber's work

Teamwork for Better Health

By JOHN LaCERDA

MARY MARINCHEK is a scrapple mixer in a small Philadelphia packing plant. Mary's mother before her was a scrapple maker, too. And Mary's brother, before he went away to the wars, also made scrapple.

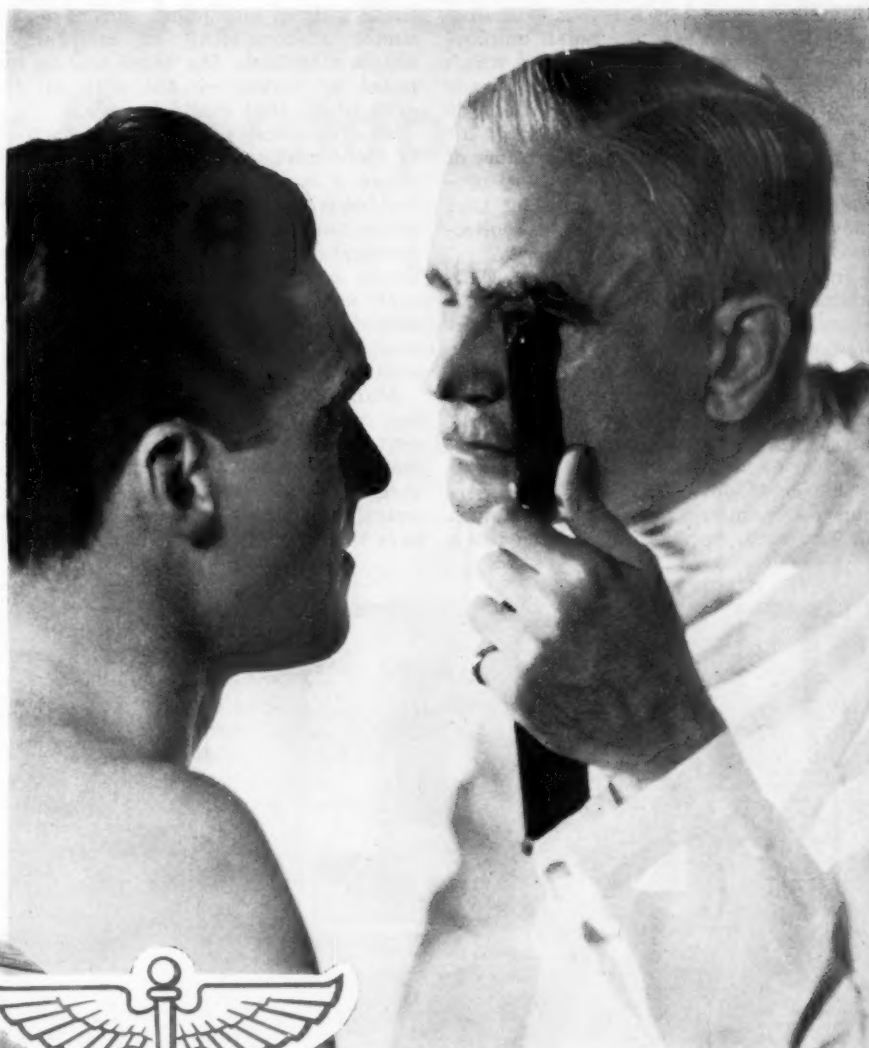
Mary is contented. She likes her employers and her employers like her. But, not long ago, Mary was thinking about quitting. Her bosses were worried.

It seemed that Mary had pains in her fingers. She had trouble mixing the meats and herbs and other things that go into Philadelphia's famous delicacy.

Mary's foreman asked the plant doctor to see if he couldn't do something for Mary. So, on his next bi-weekly visit to the plant, the physician called her in for a talk.

A glance at Mary's health-and-performance chart—typical of those kept for each employee—showed the doctor at a glance that Mary's work kept her in a room where the floor was wet most of the time. She had been working in that room ten years. The chart showed she never had complained before.

As Mary sat before him, the doctor noticed that she had on her best dress and her open-toed sandals. He commented on her fine appearance. Blushingly, Mary told him that she was being



UNDERWOOD & UNDERWOOD



A doctor is on call to treat the more serious and emergency cases the factory nurse relays to him



SMALL PLANTS in Philadelphia, by working together to provide adequate medical care for their employees, have succeeded in reducing occupational diseases, industrial accidents, absenteeism and labor turnover

courted by one of the men in the department and thus had to dress well.

The doctor approached the problem cautiously, knowing that Cupid's intrusion into industry is not to be taken lightly. Sympathetically and in his best medical manner, he pointed out to Mary that, if

she wore heavier-soled shoes and clothes that were more fitted to the job, her rheumatic pains would go away.

He even offered to send his wife along with Mary to pick out the correct clothes.

Mary smiled, and agreed to outfit herself more sensibly. Today she's

happy and comfortable at her work—and still being wooed.

There you have a case to illustrate the place of the physician in industry—a place which small plants throughout the United States are increasingly recognizing as vital to the welfare of their workers and the economy of their own operations.

Good health cuts costs

IN Philadelphia, Los Angeles, Williamsport, Pa., and elsewhere small employers are realizing, in numbers which increase as the benefits are made known, that their health obligations do not end when they hang a first-aid kit on the wall. By following one or more of the various plans which have been proposed, the employers are finding that they can handle the health job collectively for surprisingly little money.

In one exceptional instance in Philadelphia, 16 employers share a joint dispensary and give their people implant medical examinations and treatments for as little as 60 cents per employee a year. Other firms, sharing the services of a "traveling" doctor and visiting nurses, pay an average of about \$9.50 a year for each employee.

The costs obviously vary in proportion to the amount of care given. But, in all instances, employers questioned in a

recent survey indicated that they felt the betterment of morale and, in some cases, the lessening of insurance costs through curtailment of industrial accidents, more than offset the outlay.

Aside from such common-sense facts, there is the ominous warning of Dr. Mervyn Ross Taylor, a pioneer industrial physician and a leader of the Philadelphia crusade for extension of medical care:

"The record indicates only too clearly that, unless individual initiative assumes responsibility in maintaining health standards, the same will be imposed by legislative fiat with all the evils which that would involve."

Dr. Taylor calls medical care "a form of self-insurance for the employer because it is an investment which pays dividends not only to the employer but to the community." He cites cases where comprehensive medical plans have reduced occupational diseases 62.8 per cent, accident frequency 44.9 per cent, absenteeism 29.7 per cent, labor turnover 27.3 per cent and compensation insurance premiums 27.3.

Many large industries have for years had medical service plans, full staffs of doctors and nurses and modern equipment. General Electric has provided medical service for its workers for 30 years, and E. O. Shreve, vice president, says that G-E looks upon it as a gilt in-

vestment. Kaiser Shipbuilding, Remington-Rand, American Telephone & Telegraph, General Motors, Ford, Bethlehem Steel and others also have found that medical care pays.

With the job of remeasuring service men for their jobs already upon us, the need for medical service is more acutely apparent. In industries of 500 or fewer employees—where cost usually is the paramount consideration—the problem poses special difficulties which may be solvable in most cases only through cooperative activity.

In the heart of Philadelphia's great southwest section is a five-story cement and stone building covering four square blocks. It is called the Fleisher Industrial Center, Inc., and its tenants are 25 small concerns, most of them garment makers.

The building was once owned and occupied by the widely known yarn-makers, E.B. & G.S. Fleisher Co., Inc., which discontinued operation in 1932.

The new owners of the building decided to lease floor space to small concerns. As an inducement, prospective tenants were told that they could use the dispensary which the Fleisher company had formerly maintained.

It was not compulsory for them to share the dispensary, which was to be run on a cooperative basis with the tenants—or rather those who desired—sharing the expense of the doctor and nurse. The owners were to provide the room itself rent-free.

Convenient medical care

THE dispensary, according to Izac Gottlieb, an executive of the present management and one of those who conceived the plan, was at once a factor in attracting tenants. Today the building is filled, and the 16 concerns which operate the dispensary are giving medical service to approximately 2,000 workers.

There is a trained nurse on duty five days a week. She looks after routine cases—minor injuries, colds, etc. A doctor, just out of the Army, pays frequent visits, responds to emergency calls and handles compensation cases and others which the nurse relays to him. It is apparent that the nurse plays an important part in this setup.

The nine employers who do not subscribe to the dispensary nevertheless can send workers there by paying 25 cents a treatment for uncomplicated cases. The subscribing employers pay a flat monthly rate of five cents to ten cents per employee, depending on the number of persons employed.

When the doctor handles a compensation case, he bills the insurance company for the use of the dispensary, then turns over the money, as he receives it, to the upkeep of the clinic. The employers make their monthly payments direct to the building superintendent, who in turn endorses the checks over to the dispensary.

The dispensary boasts that it has "never lost a toe or a finger through
(Continued on page 94)



Sharing a joint dispensary, 16 small concerns give their workers medical care for as little as 60 cents per employee a year

Remington & Tele-
Bethle-
ave found

g service
on us, the
re acutely
or fewer
ly is the
problem
n may be
rough co-

a's great
ry cement
ur square
er Indus-
nts are 25
garment

d and oc-
yn yarn-
Co., Inc.,
n 1932.
lding de-
mall con-
spective
could use
her com-

them to
as to be
n the ten-
desired—
ector and
vide the

are

to Izac
present
who con-
factor in
uilding is
n operate
cal serv-
ers.
duty five
routine
c. A doc-
frequent
calls and
d others
It is ap-
n impor-

not sub-
ertheless
aying 25
licated
rs pay a
s to ten
on the

mpensa-
ce com-
ry, then
eives it,
employ-
ents di-
ent, who
r to the

it has
through

t, 1945



The World Beats a Path to Our Doorstep

By JUNIUS B. WOOD

40,000 foreign representatives in Washington keep their countries' problems before our Government and encourage our participation in world affairs

WHILE the United States and other countries send millions of their youths to fight in distant lands, thousands of mature planners arrive in this country to serve the needs of foreign governments. The size and operations of the military forces are told from day to day but this is the first roll call of the "civilian" echelons in the United States.

Based on figures of the Immigration and Naturalization Service, 80,000 officials and employees representing 59 foreign governments were admitted to this country in the five years ending June 30, 1945. They outnumber immigrants from quota countries and equal those

from non-quota countries in the same years. Few other nations are host even to representatives from as many countries. No other nation is entertaining an alien civilian group of this size. Only the United States receives such attention from the rest of the world.

Being the Mecca for all nations is a new role for the United States. When 5,000 representatives and employees of foreign governments arrived in 1935, a new record was made.

Then came the war with lend-lease and other demands on American resources. In 1941, arrivals were

(Continued on page 103)



Making FARM LAWS Fit

By OVID A. MARTIN

FROM 1933 through 1941, this country spent more than \$5,000,000,000 on farm relief—a rather surprising expenditure in view of the fact that we have not yet answered the simple question:

What is a farm?

Today a few far-sighted leaders are seeking an answer to that question as they contemplate the possible return, within two or three years, of one of Uncle Sam's troublemakers of the '30's: the so-called "farm problem."

The belief that the present period of booming markets and agricultural prosperity will not last long after defeat of Japan is becoming more widespread. Many farmers expect the food shortages of today to be replaced by price and income-depressing surpluses tomorrow.

This expectation of leaner years for farmers is based largely on the fact that agricultural production has been stepped up 35 per cent over prewar levels to meet extra requirements of the war—requirements which may no longer be needed when the world returns to peacetime pursuits and farm production in war-torn parts of the globe is revived.

Adding to the prospects of postwar farm difficulties is the further fact that peace is expected to raise agriculture's capacity still further by returning upwards of 1,000,000 war veterans and perhaps as many war plant workers to farms, and by making available an unlimited supply of farm machinery.

In fact, within a few years agriculture may find itself in the position of the boy in an old fable: This boy had a magic porridge mill that he could not stop. His whole village was choked with gruel.

While they may prefer to have it otherwise, most farm leaders concede that, should peace bring threats of a depressed agriculture, there would be demands for, and need of, renewed government aid. Although concerned principally with the immediate problem of food shortages, federal farm officials are nevertheless giving considerable thought now to ways of tackling a possible postwar farm problem.

This thinking demonstrates the need for a definition of a farm.

In attacking the farm depression of the '30's, congress-

men, government farm officials and farm leaders were prone to look on agriculture as being composed of a group of 6,000,000 more or less uniform farming units, all tending to have the same problems and difficulties, the same amount of income and land, and operated by farmers having about the same goals and needs.

This mental picture of uniformity developed largely from an American habit of striking averages from statistics—statistics which often supply inadequate information for attacking problems in connection with which they are used.

Much of the Government's activity of the '30's in behalf of agriculture was cut to fit the pattern of a mythical "average farm" which represented largely the results of a mathematical division of the total amount of farm land and total agricultural income by the number of farms reported by the Census Bureau.

Actually, only a small percentage of the nation's farms came anywhere near fitting these averages. In so far as federal farm programs, such as the Agricultural Adjustment Administration's crop control program, were designed to meet the needs of the so-called "average farm," they failed to obtain maximum benefits for agriculture and the country.

Thoughtful leaders now see a need

for public recognition, especially by farm organizations, legislators and farm program administrators, of the fact that the units of agriculture are not uniform, but vary widely in such characteristics as amount of land, size of income, types of problems, and needs of farm operators and their families.

The census definition of a farm, which has been widely used in connection with federal farm legislation, is broad indeed. For census purposes, a farm is all the land on which some agricultural operations are performed by one person or a partnership either with or without the assistance of members of the household or hired employees. A farm may be a single tract or a number of tracts. When a landowner has one or more tenants, renters, sharecroppers, or managers, the land each operates is considered a farm. Dairies, nurseries, greenhouses, hatcheries, fur farms, livestock feed lots, mushroom cellars, cranberry bogs, are considered farms. Tracts of less than three acres are classed as farms if they produce at least \$250 worth of farm commodities a year.

This definition takes in farms of all kinds and descriptions. Some are large-scale cotton, wheat or livestock farms. Many are subsistence farms, too small to provide full employment and a satisfactory income for operators and their families. Others are merely residences for city workers. Some are small units to which aged persons have retired. Obviously economic problems of so wide a variety of farming units must be attacked from different approaches.

Private as well as official groups have come to the front lately in appealing for better statistical information on agriculture and for a more discriminating interpretation of such information. Among them have been the Agricultural Department Committee of the Chamber of Commerce of the United States and economists of the Bureau of Agricultural Economics of the U. S. Department of Agriculture.

The Chamber committee, in a recent report on "Variations in Farm Incomes and Their Relation to Agricultural Policies," recommended a redefinition of the term "farm" for the purpose of future government policies. It

THE REAL dirt farmer wants an agricultural policy based on actual farm needs—and not impractical theories founded on relief projects. The starting point is to know what constitutes a farm



Fit the Facts

Farms vary widely in size, income, amount of land and types of problems, as well as in the requirements of the individual operators and their families



FRANKLIN BOOTH

suggested that the definition place primary emphasis on volume and value of production rather than acreage. It urged also that, in future census enumerations of agriculture, farms having distinctive characteristics be segregated.

Thinking along a similar vein, U. S. Department of Agriculture economists say that what is particularly needed is a segregation of farms into a few simple, distinct, and clearly recognizable classes, and a tabulation of such data as are needed for recognizing and understanding the problems related to each class.

The government economists are now developing a new classification system in cooperation with the Census Bureau.

Plans are being made to use this system in representative sections in connection with the agricultural census to be taken next year. This test-tube use of the new system is expected to pave the way for its full use in the census of 1950.

Under this proposed new system, farms that are somewhat alike in their characteristics and that tend to have similar problems would be segregated into groups. Four main classes are suggested: large-scale farms; multiple-unit farms; middle-scale farms; and small-scale farms. Some of the classes are broken up into subclasses.

A brief description of the classes and subclasses follows:

1. **Large-scale farms**—those with an annual income of \$20,000 or more, or land and buildings valued at \$70,000 or more, in terms of 1944 prices. Economists estimate that there are roughly 90,000 farms of this class.
2. **Multiple-unit farms**—those having two or more subunits, at least one of which must be a sharecropper or tenant subunit, handled as a single farm enterprise under the close supervision of a multiple-unit operator. Supervision would involve direction of the cropper and tenant operations

and central control of such items as crop rotation, farm power, machinery and equipment, purchase of supplies and sale of products. This class would cover largely the plantations of the South. It is estimated that between 25,000 and 30,000 farms are in this class.

3. Middle-scale farms—those worked by the operator and his family, in some cases with aid of hired workers, and having an income range of between \$1,500 to \$20,000, or land and buildings ranging in value from \$10,000 to \$70,000.

Farms in this class come most near to meeting the nation's ideal of the family-sized commercial farm. The economists estimate that there are about 3,165,000 farms of this class.

Under the proposed new census classification, this general class would be divided into three subclasses:

(a) Large—those with an income of between \$8,000 and \$20,000, or with land and buildings valued between \$30,000 and \$70,000. Number estimated at 315,000.

(b) Medium—those with an income of between \$3,000 and \$8,000, or with land and buildings valued at between \$20,000 and \$30,000. Number estimated at 1,300,000.

(c) Small or low output—those with an income of between \$1,500 and \$3,000, or with land and buildings valued at between \$10,000 and \$20,000. Number estimated at 1,500,000.

4. Small-scale or non-commercial farms—those with an income of less than \$1,500 and with the operator working part time off the farm or being not fully employed. Number estimated at 2,250,000.

This class is divided into three subclasses:

(a) Part-time—those with an income of less than \$1,500 and with the operator working off the farm 100 days or more. Number estimated at 725,000.

(b) Subsistence farms—those with an income of between \$500 and \$1,500 and with the operator working off the farm less than 100 days. Number put at 1,275,000.

(c) Nominal farms—those with an income of less than \$500 and with the operator working off the farm less than 100 days. Number estimated at 250,000. These farms are made up largely of rural and suburban residences of people at or beyond the retirement age.

A census enumeration based on a classification of this kind would bring out one important point: about 35 per cent of the units now classed as farms in

themselves provide insufficient income to give their operators and families a satisfactory standard of living. It would help show, in other words, that too many persons are attempting to make a living at farming.

It would show further that a certain percentage of the farms have an insufficient amount of land, or lack machinery, farm power, other equipment or livestock needed to make them efficient operating units, capable of providing the operator and his family a decent living under normal conditions.

Such a classification might prove that past census statistics, due to a heavy weighting of low-income farms, tend to overemphasize government-aid needs of middle-scale and large-scale farms.

Obviously the interests and problems of these different classes of farms differ markedly.

For example, crop adjustment or acreage control programs, government loans on farm commodities held off the market until prices improve, government price supporting devices, crop subsidies, and similar measures have been, and will continue to be, of greatest interest and value to operators of large-scale, multiple-unit and middle-scale farms, because they are in the business of producing for the market. Price is important to them. They account for about 90 per cent of the total output of farm commodities.

Treatment for small farms

SUCH programs are of little interest and value to operators of small non-commercial farms. Since such farms produce little for the markets, programs designed to raise farm commodity prices or which offer crop subsidies for complying with acreage control programs, increase their incomes insignificantly.

Operators of these small farms will more likely be aided by programs designed to help them enlarge their holdings and obtain additional equipment so that they could move up into the more efficient middle-scale or family-commercial class of farming.

For those small operators not interested in enlarging their farming operations, programs offering better medical service, old-age and survivors' insurance, better schools, improved roads, extension of rural electrification, rural industrialization, and minimum wage regulations for off-farm labor, may be of much greater value.

Classification of the nation's farms along the lines proposed would help provide better information for comparing the economic status of farmers with industrial groups—and hence better information for determining the need and character of future farm-aid programs.

The present practice of including small, non-commercial farms in determining the *per capita* income of farm people tends to show the latter to be smaller than it actually is. Many operators of small farms are better off financially than their output of farm prod-

ucts indicates. Some have outside sources of income such as retirement payments gained as a result of previous industrial employment, inheritances, interests on savings, and wages and salaries received for work off the farm. Such incomes are not included in present census statistics.

Actually many small farm operators prefer their type of living over a more lucrative type of pursuit. Others live on small farms because it gives them time to engage in other types of activity, such as the arts and crafts.

Real, not average, farms

ECONOMISTS promoting the more refined system of classification say that, with farms grouped along lines they suggest, farm leaders, government administrators, and legislators could begin to think more effectively in terms of the problems and interests of farmers operating each kind of farm, rather than in terms of some nebulous, intangible "average farm" that does not exist.

Furthermore, the nation would be in a position to judge the specific needs of these different farm groups, and to develop programs to fit them in a much more realistic way than has been done in the past.

Perhaps the type of program most needed in the postwar period is one which would help operators of small-scale, non-commercial farms to employ their time more fully. This could be done by helping them obtain more land and production facilities, or by helping them find more off-farm employment, or by a combination of the two.

One way of helping them enlarge their holdings would be through long-term, low-interest government loans for purchase or rental of additional land or production facilities. Another way would be for the Government to encourage off-farm employment enterprises.

A by-product of a program of enlarging small, non-commercial farms to efficient commercial units would be to reduce the number of persons directly dependent on agricultural income. Naturally, as two or more small, non-commercial units were combined to make one commercial unit, some operators would be displaced. Under conditions of national prosperity, the displaced operators would tend to find non-agricultural employment.

Thus, with the number of farms reduced, and with all farms adhering to good soil conservation practices and placing greater emphasis on diversified production, surpluses of cash crops such as corn, wheat and cotton would be less likely. Under a good conservation program, a smaller portion of the land would be used for producing these cash crops.

This more detailed classification of farms would be of special value in attacking problems of the Cotton South where more than one-half of the nation's farm population lives. These people till

(Continued on page 98)

Managed Economy in Action

By LAWRENCE SULLIVAN

CONSIDER the case of sugar, and see what could happen if we tried to control all economic affairs by government planning

CONFRONTED by a world-wide sugar shortage which every family will soon feel in diminishing supplies of bread, canned goods, soft drinks, ice cream, candy and confections, our food industries are asking Washington how a sugar glut in 1935 was converted into a virtual sugar famine by 1945. No improvement in the world's supply-demand picture is anticipated before 1947.

Sugar is to the food industries what lubricating oil is to the mechanical industries. It is the essential ingredient which keeps the wheels turning in all stages of processing—in meats, cereals, fruit and vegetable preserving, quick-freezing, in salad dressings, condiments,

dairy production. Cut down on sugar distribution and you slash food supply right across the board.

Because it is a "basic product" which lends itself to uniform handling the world around, sugar was the first food item taken in hand by the world planners in their lavish experiments of the '30's. Prof. Rexford Guy Tugwell, then Assistant Secretary of Agriculture, made sugar the world laboratory specimen in his blueprint for managed economy.

The ten-year results, as accentuated by war and weather, are now before us in the form of a shortage which entails serious economic dislocation in practically every consumer industry in the U.S. and acute distress in most lands overseas.

Because we now have before us a proposal by the United Nations Conference on Food and Agriculture to bring all basic foods under a similar plan of world control and centralized management, the experience in sugar is worthy of detailed examination. Does world planning by committees and chartists



In the past three years, 4,650,000 tons of potential sugar have been dissipated by feeble and inept control policies

produce adequate supplies? Or do free markets call forth a more dependable abundance?

Sugar growing under quota

UNDER the Tugwell program of '34, U.S. sugar consumption (6,700,000 tons a year) was "allocated" to the various production areas from which we normally obtained our supplies—23 per cent to U.S. beet; 29 per cent to Cuban cane; 14 per cent to Hawaiian cane; 16 per cent to Philippine cane; and the balance to Puerto Rico, the Virgin Islands, U.S. cane, and other scattered areas.

Incorporated in the Sugar Act of 1937, this quota system functioned only one full season before the European war began to bobble the nicely balanced world plan. Then, in '41, when the Japs struck

in the Pacific, we lost in about three months the entire Philippine quota of 900,000 tons a year. Wartime shipping congestion reduced sugar imports from both Hawaii and the Caribbean areas.

Despite these heavy losses on the supply side, however, all the Tugwell limitations on U.S. beet production were continued in full force. They were not revised upward until time for planting the '45 beet crop.

In those years, 1941-45, we lost, according to the formal report of the Anderson Committee appointed by the House to investigate food shortages, no less than 4,650,000 tons of sugar production in the U.S., Cuba and Puerto Rico. Had the acreage limitations been lifted promptly in '41, more U.S. sugar would have begun to come to market by October, '42.

There need never have been a sugar

rationing program. But neither war, nor submarines, nor the moving lamentations of the American housewife could lift the quota limitations. Our sugar managers had calculated their percentages to the fourth decimal point in '36—and there the system stood until '45!

By the time the acreage limitations on U.S. sugar beets were revised upward for the '45 crop, Cuba was in the toils of its worst drought in 86 years. The drought cost about 1,000,000 tons of '45 sugar; partially offset by perhaps 500,000 tons of increased domestic beet plantings. By thus doing its very best about four years too late, managed economy gave us only 500,000 tons less sugar for '46 than in '45.

On top of the Tugwell quota system of 1937, we impressed seriatim the emergency wartime controls over prices, consumption, and shipping in 1941-43. This gave us, at length, seven different agencies in charge of various segments of the sugar program. As a result, interdepartmental bickerings and feuds began to develop between OPA, which managed pricing; WFA, which directed distribution; CCC, which purchased all imports; War Shipping Administration, which allocated cargo space—and so on through FEA, which handles all lend-lease allocations; WPB and WMC.

The first emergency control order, M-55, promulgated in mid-December, 1941, was "written by an OPM attorney with no knowledge whatsoever of the sugar industry and its problems." This order, according to testimony before the Anderson Committee, precipitated "confusion to a degree never before experienced in the domestic sugar industry."

The resulting paralysis of the industry was not relieved, by revision of M-55, until late in January, 1942. During those six weeks the entire sugar trade, from refiner to retailer, was in a strait jacket.

The crippled distribution of that planned emergency soon induced the hoarding and speculation which prepared the ground for over-all consumer rationing. As early as January 25, 1942, Price Administrator Leon Henderson predicted publicly that consumer rationing could not be avoided; and, sure enough, on April 28 the sugar ration order was promulgated, to be administered jointly by OPA and WFA, with Defense Supplies Corporation and Commodity Credit in charge of freight subsidies, and overseas purchases, respectively.

With every phase of sugar distribution now in the hands of government, CCC opened negotiations with Cuba in the fall of '42 for direct U.S. pur-

chase of the entire '43 crop. In that contract we limited our buying to 2,700,000 tons, although Cuba offered to produce as much as 5,000,000 tons in '43. By refusing to guarantee the price on more than 2,700,000 tons, CCC allowed 2,300,000 tons of 1943 sugar to slip through our fingers.

Limits on domestic sugar

NEXT, continues the Anderson report, we produced about 500,000 tons less domestic beet sugar in each of the past two years, as compared with prewar normal, because of acreage limitations quotas under the '37 quotas.

These two items account for 3,300,000 tons of sugar we might have had since '43, or an average of 1,000,000 tons a year more than actually was available.

These are the official figures which sustain the charge so often heard in Washington that our national planners deliberately created the sugar shortage that they might have one more field of business to manage, ration, and "coordinate."

While sugar purchases were a function of the Commodity Credit Corporation, procurement of blackstrap molasses was in the jurisdiction of Defense Supplies Corporation. Our domestic ceiling price on blackstrap was 18.5 cents a gallon. Defense Supplies offered

Cuba six cents for her molasses. Cuba, of course, refused. Instead, she built distilleries and transformed about 100,000,000 gallons into alcohol, much of which was sold in the U.S. in the form of rum, at about \$20 a gallon, retail.

"The Committee is advised that about 150,000,000 gallons of blackstrap molasses was lost by failure of these negotiations during 1943 and 1944. . . . Had the excess of alcohol represented in this blackstrap molasses supply of these two years, over what actually was received, found its way into the U.S., it would have represented the equivalent of 450,000 tons of sugar."

After thus itemizing the specific instances of official bungling which cost us 3,750,000 tons of sugar during 1943-44, the Anderson report points out that 900,000 additional tons of Cuban sugar were diverted in '44 to production of alcohol for the synthetic rubber program—alcohol which might have been obtained from cereals, sawdust, potatoes or a score of other products then in adequate supply in the U.S.

These 900,000 tons bring to 4,650,000 tons the amount of potential sugar dissipated in three crop years by feeble and inept policies.

Had we actually obtained this extra amount of sugar from the outset, there need never have been a rationing program, and there still would be plenty of sugar for a modest postwar relief program in Europe.

The lesson has been a painful one, and costly. Unless Secretary Anderson can replenish our prospective domestic supply over the next six months by curtailing presently budgeted lend-lease allocations, we shall face something approaching a sugar famine before the end of the year.

Meanwhile through the operations of the Combined Food Board, set up to equalize nutritional allocations among the Allies, the U.S. undertook in '42 to supply a portion of the sugar requirements of England, Russia and Canada. Before the war, these countries got most of their sugar from the Dutch East Indies, still in the hands of the Japs.

From our own reduced supplies, therefore, we took on the sugar requirements of some 200,000,000 additional population without increasing our domestic beet acreage. And while standing pat on our prewar beet acreage, we also limited Cuba's production. Stated another way, we gave up almost 1,000,000 tons a year from the Philippines and took on 200,000,000 additional population without permitting an increase of so much as a ton in the prewar produc-

(Continued on page 107)



Sugar is not only a basic food, but it is also an essential ingredient in processing many other foods

The myths are a mile from the truth about HEART DISEASE

TO EMPLOYERS:

Many of your employees may be relieved to know these facts about heart disease. Enlarged copies of this advertisement — suitable for posting on your bulletin boards — will be gladly sent by Metropolitan at your request.

MANY myths and false beliefs have caused misunderstanding of the words, "Heart Disease." Doctors say this results in nearly as much trouble as the disease itself.

Truth, based on modern medical science, replaces doubt with facts... bringing new hope and comforting reassurance to all who have been worried about their hearts.



If you have the symptoms, you must have the disease.

Myth #1

That's not true! Such symptoms as pain or a feeling of oppression in the chest, shortness of breath, rapid or irregular heartbeat, may be signs of heart trouble, but frequently come from other sources.

Consult your doctor if these symptoms occur. His diagnosis, aided when necessary by the fluoroscope and electrocardiograph, may enable him to reassure you that you do *not* have heart trouble.



If you're going to get it... you're going to get it.

Myth #2

That's not true! Everyone, particularly those over 40, can do much to forestall heart disease by following these rules:

1. Exercise regularly, but moderately.
2. Keep your weight down. If overweight, bring it down.
3. Get plenty of sleep—8 hours a night for most people.
4. Eat moderately. Be moderate in use of tobacco or stimulants.
5. Have a yearly examination by your doctor. Follow his advice.

If you have heart disease you will be a permanent invalid.

Myth #3

That's not true! Thousands of people who have heart disease are leading useful and nearly normal lives by following their doctor's advice.

There's a lot of truth in the expression, "To live a long life, start taking care of a bad heart early."

For helpful information concerning your heart, send for Metropolitan's free booklet, "Protecting Your Heart."



COPYRIGHT 1945—METROPOLITAN LIFE INSURANCE CO.

Metropolitan Life Insurance Company
(A MUTUAL COMPANY)

Frederick H. Ecker, CHAIRMAN OF THE BOARD

Leroy A. Lincoln, PRESIDENT

1 MADISON AVENUE, NEW YORK 10, N. Y.



What Workers Worry About

By WHITING WILLIAMS

TO GET an idea of the past quarter-century's efforts to improve the wage earner's lot, it is necessary only to note the profusion of such new words and terms as "plant elections," "unfair labor practice," "fair employment," "legal (40-hour) work-week," "union security," "maintenance of membership," "portal-to-portal," "severance pay," "guaranteed annual wage," "labor-management"—to say nothing of Congress of Industrial Organization, District #50, Confederated Unions of America, Political Action Committee, and so on.

Thanks also to the enlarged stature of such older terms as "collective bargaining," "closed shop" and "union shop," these same years have brought (with the help of depression and war) such significant actualities as an approximate trebling of union membership, a powerful labor press and, temporarily at least, a certain partnership between labor and government.

These developments add up to what can be rightly called a new and nationwide "psychological climate." Without question, this new "climate" represents for the period since 1919, more thought and effort in behalf of our workers than could be claimed for any similar period in our history. It is only proper, accordingly, to ask:

To what extent has this new climate

The worker knows that his job not only puts bread in his stomach but a feeling of self-esteem in his heart

E. F. WALTON

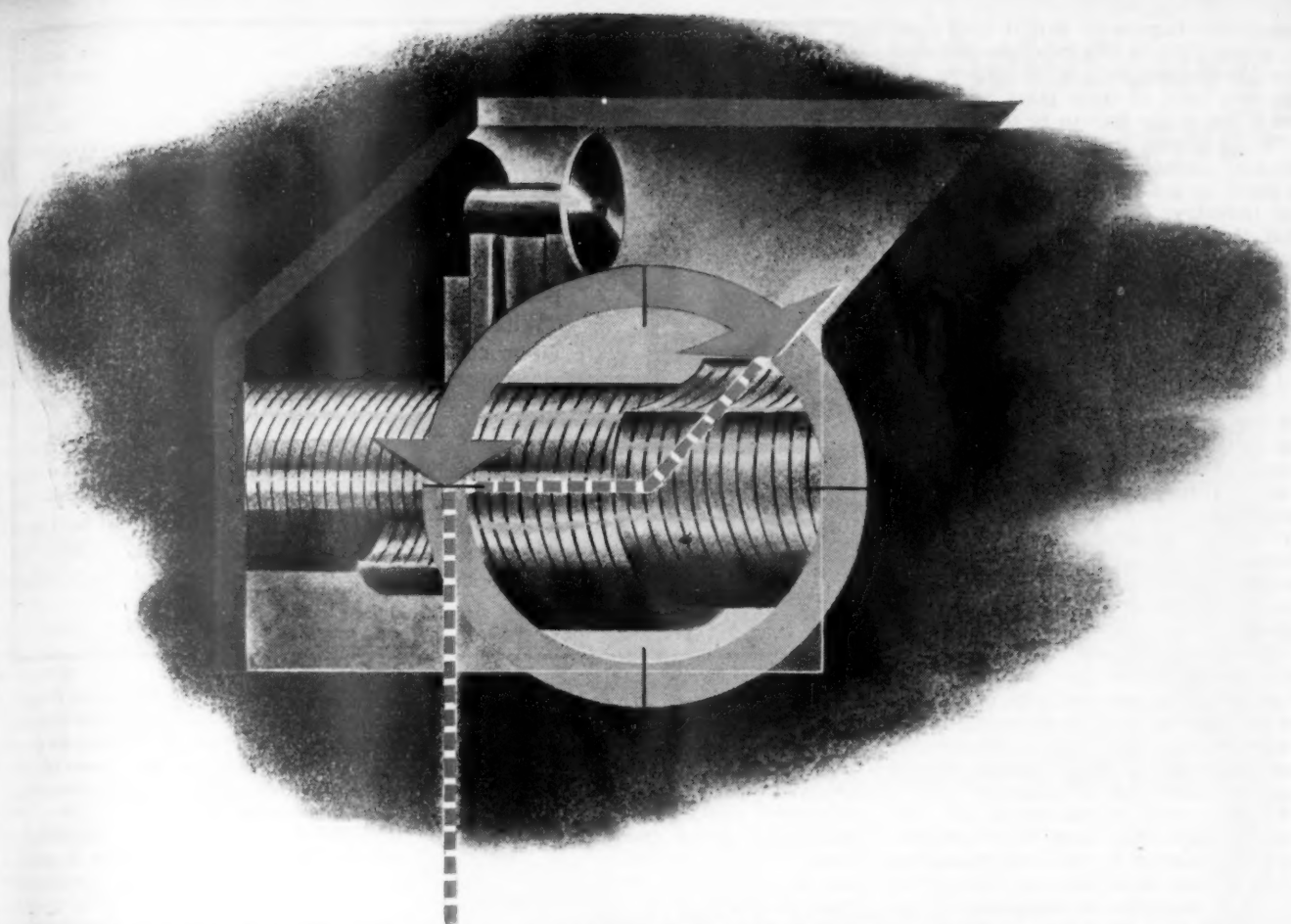
WORKING CONDITIONS admittedly have improved in our time. The question now is: How does this affect the wage earner's thinking about industry and his job?

increased our wage earner's well-being and security, brought him "freedom from want and fear?" To what extent does it offer him a future full of self-respect, liberty and hope?

To get a partial but concrete answer to these questions, I recently spent a week in the same coal and mining town

where, under an assumed name, I had lived and worked 25 years before. There it was a pleasure to observe that living conditions above ground and working conditions "down inside" had been tre-





Eliminating "idle time" **UPPED PRODUCTION 30%**

On cylinder heads for radial aircraft engines, dozens of cooling fins are required. To handle this intricate cutting job automatically, a machine tool manufacturer designed a special fin-milling machine using conventional constant-speed drive to rotate the cylinder head.

But preliminary tests showed that, because of the varying depths of the cuts, production could be increased if an adjustable-speed drive was applied to rotate the workpiece. "Idle time" could be eliminated in the cutting cycle. Due to irregular shape of the workpiece, the milling cutter was usually under light load. At certain points in the cycle, it was out of contact with the metal altogether.

Westinghouse engineers were called in for consultation. Their

recommendation: application of the Mot-o-trol—an electric adjustable-speed drive with accurate load control characteristics. Through its application, rotating speed of the workpiece is greatly increased over the light-load sections—thus eliminating "idle time". The electronic adjustable-speed drive maintains full load on the cutter regardless of the contour being cut. By these improvements, *production was stepped up as much as 30%.*

This "know-how" in applying proved electrical devices to meet new power problems is one of the important values of Westinghouse Engineering Service. It is available to you through your nearest Westinghouse office. Westinghouse Electric Corporation, P. O. Box 868, Pittsburgh 30, Pa.

J-91301

HOW **W.E.S.*** CAN
HELP YOU PLAN . . .

A nationwide corps of Westinghouse Engineers offers you broad electrical and production experience gained through years of working with *your* industry.

These men can give you valuable assistance on *product development, rehabilitation of existing equipment, maintenance, material substitution.*

Put this service to work on your present problems . . . let these men work with your engineers in planning for reconversion to postwar needs.



Westinghouse

PLANTS IN 25 CITIES OFFICES EVERYWHERE

TUNE IN JOHN CHARLES THOMAS, SUN. 2:30 EWT, NBC • HEAR TED MALONE, MON, TUES, WED, EVENINGS, BLUE NETWORK

* **WESTINGHOUSE ENGINEERING SERVICE FOR INDUSTRY**

mendously improved. But it also must be reported that the relations between the town's miners and managers and the sum total of their fears and hopes left a lot—a big lot—to be desired.

"King Coal's" realm has, of course, too long existed as a realm apart for it to serve as a reliable sample of American industry. Nevertheless, it must be said that altogether too many other working communities support similar observations as to the quarter-century's changes in the wage earner's material and mental conditions.

Under boom conditions

IN the coal town, as elsewhere across the country, some of the new developments are, of course, the result of the war and therefore abnormal. To the miner, as to all other workers, the "Hitler Boom" brought a new world—a "dream" world almost too good to be true, because it suddenly freed him from the ancient curse of work-stoppage and lay-off.

Small wonder if, fully to savor such a delightful world, he revelled occasionally in the unaccustomed joys of the absentee. And with war taxes taking a progressively larger share, why sweat and strain too much for the somewhat deceptive earnings of overtime?

So, too, with management and efficiency: with Army and Navy pressuring daily for every possible pound of precious fuel, how could anything like the usual discipline be exercised on behalf of either production or safety?

But, looking past such war-bred changes to the more fundamental and enduring ones, it is certainly true that



After 25 Years

TWENTY-FIVE years ago, Whiting Williams put on work clothes, took an assumed name, went to a coal mining town and got a job as a laborer. He saw the wage earner's problems and hopes from the worker's own point of view. Then he wrote a book, "What's on the Worker's Mind?" As a labor consultant, Mr. Williams has kept in close touch with workers ever since, not only in this country but abroad.

At our suggestion, he recently went back to the same town to see what improvements a quarter of a century had brought in working conditions there—and to find out what's on the worker's mind today. In this article, he tells what he found.

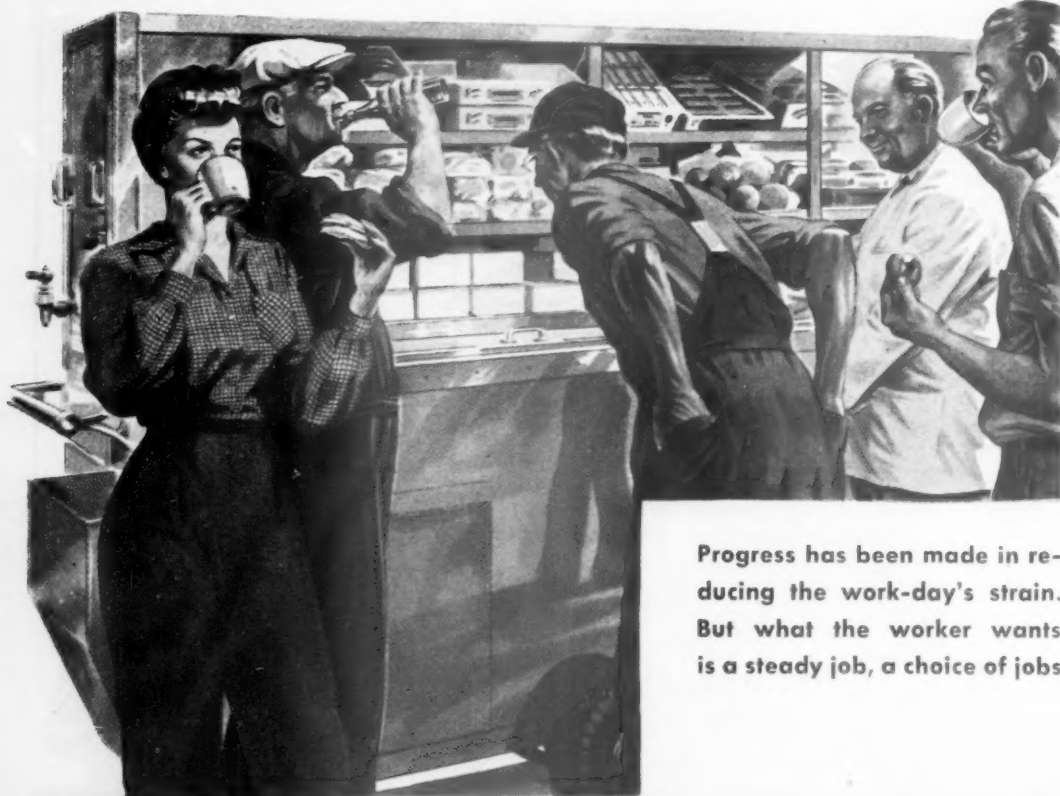
the past 25 years have improved the worker's tangible well-being and brought him a real measure of freedom from want in the form of fatigue, poverty and hunger. Most outstanding and important, perhaps, is the way the co-operation of public, government and employer has lessened the physical evils of joblessness by unemployment insurance. At the same time, the voluntary spread of group insurance and pensions, along with the legislated "social security" has greatly softened the economic impact of death, old age and, to a cer-

tain extent, of sickness. Properly to appreciate these blessings requires only a moment's recollection of the hat so frequently passed in the work places of '19 for the benefit of this or that fellow-employee's bereaved family.

By the same token, to appreciate properly all the improvements in present-day hiring and related personnel practices, it is necessary only to recall the cold-blooded clerks and doctors who, a quarter-century ago, awaited the job-seeker in too many employment offices—if, indeed, the applicant did not have to wait endless hours for a chance to exhibit his huskiness, or perhaps to whisper the name of a mutual friend, to some hard-boiled foreman at the gate or in some outside and completely unsheltered "bull-pen."

Long before this war, assuredly, many a job-seeker could also observe a considerable increase in the employer's effort to learn his experience and abilities by tests or otherwise, to offer appropriate training and generally to treat him with more respect.

Toward improving the job itself, a huge step was, of course, taken when the 12-hour turn was abolished. Quite as important, however, has been the cumulative reduction of the work-day's sweat and strain by a constant succession of labor-saving devices and machines. Especially in the newer plants, these muscle-savers, along with up-to-date showers, lock-



Progress has been made in reducing the work-day's strain. But what the worker wants is a steady job, a choice of jobs

ers and cafeterias (not to mention the automatic dispensers of cold water, salt-tablets, "coke" and candy) are accompanied by such illumination, ventilation, cleanliness and order as were hardly dreamed of 20 years ago—with, in many places, even the old-time din at least partially displaced by "piped-in" music!

During the same years that brought these improvements inside the plant, the low-priced auto, the bus and improved roads—helped always by those shorter work-hours—have permitted the wage earner to enjoy his leisure on a farm or in a town formerly considered impossibly distant. At the same time, the movies and the radio, in addition to the car, have provided highly gratifying competition with the sociability and entertainment once virtually monopolized by the saloon.

Luxuries for the worker

STILL further, the same combination of shorter hours, autos, good roads and radio has provided the time, the energy—even the instruction—required to help the breadwinner reduce his living costs and enrich the family diet by means of his individual or his cooperative garden plot. Meanwhile, too, his approximately doubled hourly real-earnings (due partly to unions, but also to the new "climate"), aided always by mass production's lowered prices, have given his family a host of labor-saving and luxurious household gadgets.

But, granted that the new "climate" has thus immensely lessened the job's wear and tear and improved the physical conditions of both working and living, has it increased the wage earner's "security" and "freedom from fear"? Does it promise him a future full of self-respect, liberty and hope?

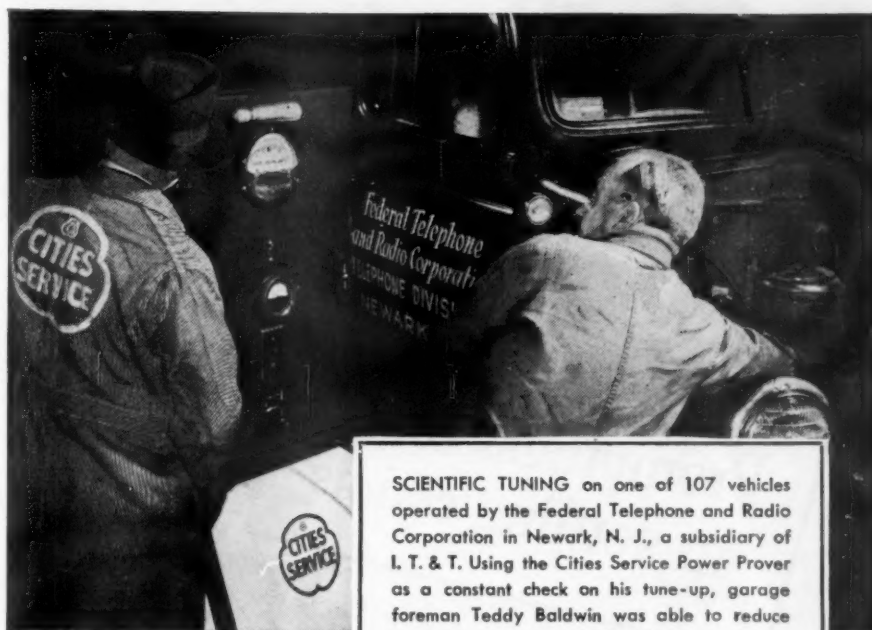
Not only the mine-town but also countless other industrial communities make it pretty plain that our wage earner would answer, "No!"

To any doubter he would point to this indisputable fact: that he and his fellow-workers across the country are today fearing the results of V Day and Reconversion with an intensity and a universality seldom if ever known! To be sure, this present fear can perhaps be called another of the war's abnormalities. To be sure, also, the Black Beast of Joblessness has been considerably tamed by such fairly new devices as the sharing of work, the basing of lay-offs largely on seniority, and the extension and improvement of public employment offices—just as its cruel teeth have been somewhat dulled by insurance benefits and also by the spread of credit unions and other savings programs.

Nevertheless, the truth has to be faced that, in spite of all the physical improvements in the business of earning a living and in spite of all the cushionings set up in the name of "security" against unemployment, the wage earner is today more than ever worried about that same security.

Indeed, it is hardly too much to say that he is so worried about it that, in the

POWER PROVER helps save 520 GALLONS OF GASOLENE in ONE Tune-up



SCIENTIFIC TUNING on one of 107 vehicles operated by the Federal Telephone and Radio Corporation in Newark, N. J., a subsidiary of I. T. & T. Using the Cities Service Power Prover as a constant check on his tune-up, garage foreman Teddy Baldwin was able to reduce gasoline waste from 28% to 11%.

"I always prove the efficiency of my fleet"—says Mr. Bell, superintendent for the Federal Telephone and Radio Corporation in Newark, N. J., a subsidiary of I. T. & T. "When I first came to work here, I tried out the Cities Service Power Prover on the

whole fleet of 107 cars. Believe it or not, by the end of the month it helped us save more than 520 gallons of gasoline...reduced oil dilution...gave us better engine performance with fewer breakdowns. Now we use it regularly for quick, accurate tune-up."

Tune Up Your Own Fleet with the Cities Service Power Prover

This unique instrument eliminates guesswork in your tune-up... saves time and labor... reduces oil dilution... helps you get more working hours from your vehicles with fewer breakdowns... and you may actually save one or more gallons out of every ten.



This offer is limited to principal cities in Cities Service marketing areas East of the Rockies.

MAIL THIS COUPON TODAY for more information on what this remarkable testing device can do for your vehicles.

CITIES SERVICE OIL COMPANY
70 Pine Street, Room 387, New York 5, N. Y.

Gentlemen: I am interested in cutting gasoline waste with the Cities Service Power Prover. Please send me more information.

Name

Company

Street Address

City State

No. of Vehicles in Fleet



Promptness counts in settling claims

WHEN it's meal time in the nursery, there's nothing like prompt attention for improving relations—and preserving a smooth working, healthful routine.

For reasons equally clear, promptness is important in settling insurance claims. With Hardware Mutuals *policy back of the policy* on the job for you, as part of your Workmen's Compensation and Liability Insurance, you're sure of instant action—with sympathetic fair dealing that is invaluable in maintaining good employee relations. Vital too, is the safety engineering program tailored precisely to your individual needs in a way that will reduce your plant accidents to a minimum.

The policy back of the policy

The Policy Back of the Policy:

*Our way of doing business
that makes your interests
our first consideration.*

offers similar advantages in other types of insurance, too—automobile, burglary, plate glass, fire, etc.

Careful selection of risks has made possible dividend returns to policyholders, amounting to over \$93,000,000 since organization.

Let our representative show you how the *policy back of the policy* can provide increased service at lower cost. Our special booklet, **INDUSTRIAL SAFETY PROCEDURE**, with latest safety recommendations, is yours for the asking. Send for it.

FEDERATED HARDWARE MUTUALS

Hardware Dealers Mutual Fire Insurance Company, Home Office, Stevens Point, Wisconsin
Mutual Implement and Hardware Insurance Company, Home Office, Owatonna, Minnesota
HARDWARE MUTUAL CASUALTY COMPANY
Home Office, Stevens Point, Wisconsin

LICENSED IN EVERY STATE

Hardware Mutuals

Stevens Point, Wis. ★ Owatonna, Minn. ★ Offices Coast to Coast
Compensation, Automobile and other lines of non-assessable
Casualty and Fire Insurance

effort to increase it, he now stands almost ready—has for some years stood dangerously near-ready—to abandon all thought of any future “full of self-respect, liberty and hope”! As never before, he seems to have “gone European”—to have made his watchword, “Life, liberty and the pursuit of security!”—and this without bothering too much about liberty.

If this is true, it must mean that, in spite of their good intentions, the various arrangers of the new “psychological climate”—the public and its chosen legislators together with our leaders of politics, labor and management—have somehow fallen short.

I believe that these benevolent arrangers have made two mistakes which can best be epitomized like this:

1. Shortcoming Number One. In passing the Wagner Act our legislators mistook the group for the individual. They assumed that, to give a “more abundant life” to the wage earner, they needed only to legislate more abundance—virtually unlimited—power to his union and its leaders.

Historically, the justification of unionism has been the protection, the “security,” it has given its members against their ever present fear of sudden discharge or lay-off according only to the employer's arbitrary whim—this plus its mass pressure for improved wages, hours and working conditions. Historically, too, unions have grown because many workers, though by no means all, have considered these mass gains worth their cost—namely, that the union member largely abandon his hope to climb the ladder of job advancement according to his individual merits.

To what extent this cost is fair need not be argued here. The important thing is that, in union or out, the kernel of the matter is always to be found in the fears and the hopes of the individual union member. This kernel leaves the observer no choice but to note the following:

(a) The individual worker's fear of unjust lay-off and discharge has undoubtedly been lessened by his union's pressure for seniority. But neither this nor any method of work-sharing has increased the total of man-hours worked.

At the same time, however, seniority has decreased both the worker's hope and also his liberty of movement from one employer to another by requiring him to start always at the bottom.

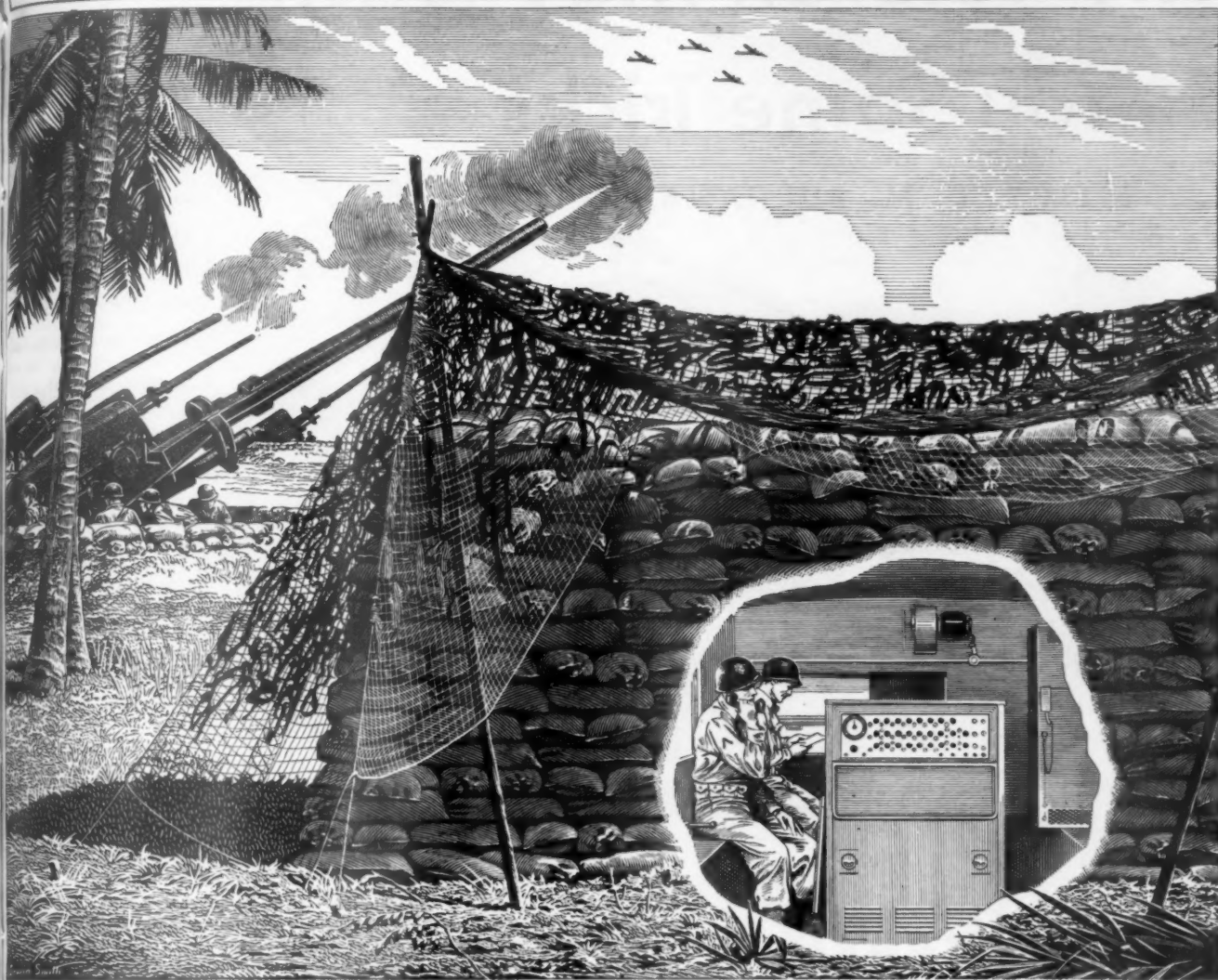
(b) Because the union itself can enjoy little “security” without the close or the union shop, it has, by various methods, been imposed upon nearly one-half of the country's unionized wage earners. It is beyond much argument that, as exercised to date, this group security has greatly lessened the rights, liberties and hopes of the individual composing numberless minorities.

In fact, it has brought to numberless workers a new insecurity—the fear that by offending their leaders, they may be arbitrarily deprived of their membership and thus of their chance to earn

(Continued on page 53)

Electrical Weapons by the Maker of Bell Telephones

No. 4 of a series: for the Army Ordnance Department



The *Electrical* Brain in its sandbag pit

In a trailer, protected by sandbags, an amazing device solves involved mathematical problems with lightning speed. It is an *electronic* gun director which enables anti-aircraft gunners to knock down enemy planes with hitherto unheard of accuracy.

Scientists of Bell Telephone Laboratories, drawing on their years of experience in the development of telephone apparatus and working closely with Army Ordnance experts, evolved this electronic super-brain which adds, subtracts, divides, multiplies, differentiates, integrates,

and "consults" ballistic tables—all the while instantly and continuously aiming the guns at the spot calculated to destroy a speeding target!

More than 500 individuals worked on the design—over 5,000 drawings and 1,100 specifications were prepared for its 16,000 parts, which include a great many electrical principles and devices well known in the telephone industry.

Quantity production of this complex device held many problems. But Western Electric's long experience in building complex Bell Telephone apparatus to highest standards of precision, made it possible.

Against both planes and robot bombs, these *electronic* directors have helped AA gunners to hang up new high records of accuracy.

Buy more War Bonds—and keep them!



Western Electric

IN PEACE...SOURCE OF SUPPLY FOR THE BELL SYSTEM.
IN WAR...ARSENAL OF COMMUNICATIONS EQUIPMENT.



The Veteran May Teach You Some Tricks

By SGT. C. M. BUCHANAN



The "Doodle Bug" shows the ingenuity of the American soldier. Designed to handle heavy parts, it was made from salvaged material

THE LANKY, fatigue-clad GI with soot-stained face and hands leaned out of the cab of a bullet-riddled, captured Jap locomotive at Myitkyina, Burma, and confided, "If anybody had told me two years ago I'd be running a train half way around the world from home, I'd have said he was crazy. But here I am."

Those same words are echoed millions of times by soldiers operating the complex machines of war.

A feeling seems to prevail that the returning service man will be a problem child to business and industry. The press and radio are advising the public how to treat the strange, unaccustomed GI back from the war fronts. Governmental, business and labor organizations are pondering ways to help him start his life anew.

American business is in for a pleasant and profitable surprise on this score because those who return from the battle-grounds in this war will bring a broad, versatile experience.

The man who is able to cope with the staggering obstacles of this conflict will be equipped to lick those of peace.

Discharged service men won't wait for things to happen. They will make them happen. As a business man, indus-



Along the Burma border switch engines were unavailable. American soldiers salvaged this truck and adapted it to do the job. Narrow gauge track required shortening the axles. Heavier flanges were obtained from other wrecked equipment. This improvised switch engine handled several hundred cars daily



**When you need
machine accounting
information—**

Reference files maintained in every Burroughs office contain the latest detailed information on machine accounting methods and procedures. This information, as well as the broad, diversified experience of the Burroughs technical staff, is available at all times to help you meet today's accounting problems.



**When you need
mechanical service
for your
Burroughs—**

You can depend on the experienced Burroughs service organization to provide the highest type of mechanical service . . . promptly, efficiently, and at moderate cost. Periodic inspection, lubrication and adjustment of your Burroughs machines, performed with typical Burroughs thoroughness and guaranteed by Burroughs, can do much to insure top performance and maximum production.



**When you need
carbon papers, ribbons,
roll papers—**

Your local Burroughs office is your best source for supplies for all types and makes of business machines. These supplies are manufactured to specifications that Burroughs' years of experience have proved give best results. You save money, too, through quantity discount plans which permit you to order as little or as much as you need at any one time—thus assuring freshness and eliminating storage problems.

Call Burroughs

The Burroughs technical staff and the Burroughs mechanical service organization are working constantly with users—helping them get fullest use from the business machines they now have . . . helping them adapt these machines to new conditions . . . helping them keep their Burroughs equipment at top operating performance. For help in meeting your problems, telephone your local Burroughs office, or write Burroughs Adding Machine Company, Detroit 32.

Burroughs
1st

IN MACHINES • IN COUNSEL • IN SERVICE

FIGURING, ACCOUNTING AND STATISTICAL MACHINES • NATIONWIDE MAINTENANCE SERVICE • BUSINESS MACHINE SUPPLIES

trial worker, white collar or professional man, that returned GI will be a producer in the years ahead.

American troops command an industrial front of considerable magnitude today. Utilizing tools and weapons produced at home, they are operating, maintaining and improving millions of pieces of equipment. They are even manufacturing countless new items needed hastily by the ravenous appetites of war.

Inventions of war

THESE men are learning new applications for old products, discovering defects that never showed up in wind tunnels, on the test block or at the proving grounds. Finding necessity the mother of invention, soldier mechanics and technicians have come up with an amazing array of worth-while equipment. Battles have been won by the speed and skill with which they have built roads, airfields, communications, bridges, railroads, pipe lines, harbor facilities, solved logistics—and built, rebuilt and repaired equipment to carry on the fight.

Some of the largest aircraft and automotive assembly and reconditioning plants are overseas. Bigger engineering projects than ever before envisioned

made by machining the races and substituting larger balls salvaged from other equipment.

What will be the longest and possibly most important pipe line in the world—from Calcutta, India, to China—is being rushed to completion by the Army. Starting at the blistering hot seaport at the mouth of the Ganges, the line rises to 4,000 feet as it crosses the Patkai Range on its 2,000-mile journey to China.

In crossing streams "river clamps," ordinarily used to weight down pipe, were unavailable because of the tremendous tonnage involved in transporting them by plane or truck. Army engineers dug out channels, used scrapped truck parts, steam shovel arms and even turrets from destroyed tanks to hold the pipe against the rushing monsoon waters. Remarkable advances have been made in methods for crossing ravines and in welding techniques on this immense project. Never before has a comparable job been done in so little time.

Tools and fixtures devised by the pipeline engineers accounted for much of the speed. Since the line traverses the most mountainous section of the world, pipe bending became a major problem. Among the solutions was a device made from scrapped machinery which utilized

a dump truck hoist cylinder with necessary carriage mounted on two jeep wheels. Highly portable and light in weight, it could be maneuvered into wooded areas and pulled up steep inclines. Other variations of the same piece of equipment included the winch on the front of a cargo truck. Pipe was pulled against a shoe mounted on the front bumper and bent to shape.

Almost every Pipe Line Company had its own "Grasshoppers," simple, inexpensive leverage gadgets, usually assembled from old parts and used to hold pipe in place while being coupled. Quickly made for a few dollars, such tools saved time and backaches.

Machines to move things

WORKING beneath the huge sign labelled, "The Heat's On," GI mechanics at the ordnance shop in India constructed several "Doodle Bugs," ingenious material-handling machines that speed up jobs immeasurably. Small models made from salvaged jeeps and trucks carry engines from the chassis to the bench. Larger ones from big cargo trucks are used to unload box cars and to handle bulky equipment.

The world's largest superservice stations are along the Stilwell Road to China. Trucks face the most gruelling conditions on record in climbing the tortuous mountains weaving around hairpin turns, splashing through deep mud and sucking in powdery, abrasive dust. Brake linings last only one trip. Motors wear out before their time.

To offset this, transportation sheds were erected, each capable of handling 300 trucks a day. Here washing, greasing, tightening, tuning up, brake, electrical and welding work is done with production line dispatch. Ordinary car washers couldn't stand the gaff, so large decontaminating machines were built.

This idea of a postwar jeep represents the salvaged parts of eight vehicles. It was built by five soldiers in spare time



In Assam, India, a scroll saw and belt sander were made from items on the scrap pile. It has speeded the wood shop

have been speeded to a finish half way round the world. A tremendous workshop producing everything from tin can showers to jeep equipped railroads is operating wherever GI's work and fight.

Startling innovations and improvisations are everywhere.

When a metal stock shortage faced a heavy engineer shop in the jungles of Burma, the men substituted welding and machining to produce the desired results. Badly needed ball bearings were



with new
two jeep
light in
vered into
steep in
the same
the wind
Pipe was
ted on the
pe.
company had
ple, in-
usually as-
sed to hold
couple
llars, such
nes.

things

re sign la-
mechanic
construct-
ingenious
that speed
all models
and trucks
ssis to the
big cargo
x cars and

service sta-
d Road to
t gruelling
mbing the
g around
ough deep
y, abrasiv
y one trip
time.
tion sheds
f handling
ing, greas-
rake, elec-
done with
inary car
ff, so large
were be-

deep
arts
built
time



Many wounded veterans going to general hospitals . . .



travel in regular Pullman sleeping cars.



This makes their trip as comfortable as possible, but . . .



sometimes makes it hard for others to get Pullman space!

There's the shift to the Pacific, too!

The pictures of the wounded men above—taken en route by permission of the War Department—help explain why the travel situation is more critical than ever.

But these pictures tell only part of the story.

In addition to the many sleeping cars Pullman is privileged to provide to transport American wounded to

hospitals in this country, many more cars are needed to carry out the greatest mass movement of troops in history. The need is increasing daily.

More than a million fighting men will cross America this year. Many thousands of them will travel in Pullman comfort. Many will make side-trips home on furlough, too, before going "on to Tokyo".

So the military load on trains will probably be greater—for the next few months at least—than at any time since we have been at war!

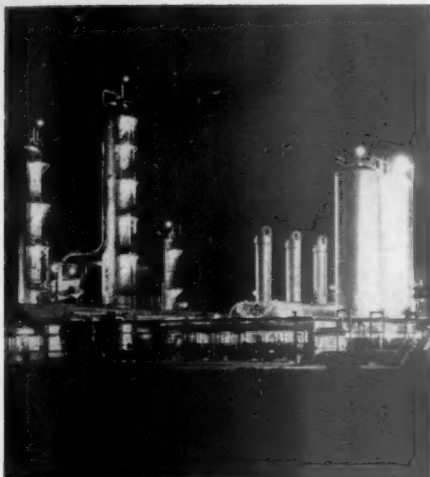
If you have to take a trip—and should find it hard to get the Pullman space you want exactly when you want it—please remember that Pullman's war job isn't over, either!

PULLMAN

For more than 80 years, the greatest name in passenger transportation

© 1945, THE PULLMAN COMPANY

ust, 1945



Birthplace

OF THE DRUMS OF WAR

Bowser XACTO Meters Speed Barrel-Filling At Shell's Wood River Refinery

Making lubricants and high octane fuel is an exacting job...demanding absolute control and clocklike precision.

And that's a perfect setting for the batteries of Bowser Meters that fill the barrels and drums in Shell's compounding and shipping department.

For, here, the range of requirements call for all the features for which Bowser Barreling Meters are famous. These include: extreme accuracy, unique temperature compensation for correcting measurement, a simple and effective predetermining mechanism—plus the speed and efficiency that is helping to keep Shell's "drums of war" rolling.

Perhaps your liquid control problem is different—but somewhere in your plant is a job that can be done better—faster—more economically—by a Bowser Meter, Filter, Proportioner, Lubricating System, Oil Conditioner, Pump, or one of the many other Bowser products. For money-saving facts write BOWSER, INC., Dept. 37-H, Fort Wayne 2, Ind.



BOWSER

SINCE 1885
THE NAME THAT MEANS EXACT CONTROL OF LIQUIDS



Not only has Bowser's war production earned the Army-Navy E... Bowser equipment has helped earn it for scores of other companies

rowed from Chemical Warfare, their power units replaced with rugged jeep motors. Sixty thousand gallons of water are used in each shop daily to blow off mud, grit and dust. None of this was in the books but soldier ingenuity worked it out.

GI's have licked the problem of gasoline dispensing, too, by methods that would make gas-hungry civilians jump with joy. Due to a shortage of personnel, the Army found that trucks and vehicles were being delayed at POL's (Petroleum, Oil and Lubrication Points). Native help was trained to fill gas tanks but, unfamiliar with such work, required close supervision. Furthermore, soldiers preferred to check their own vehicles.

Self-service gas stations

AS A result, many self-service stations have sprung up where drivers fill up their vehicles in a minimum of time and effort. A most novel one was designed and built by some enterprising GI's at a busy, crossroads spot. Situated some distance from any pipe line, the operators of this POL were supplied in standard 55-gallon drums, brought to them by truck. Since transferring the gasoline from these barrels was a dangerous and time-consuming job, a group of soldiers constructed a service station with convenient entrances and "pumps" so that a dozen vehicles could gas up in a minimum of time. To make each dispenser, engineers welded together five 55-gallon drums, mounted them on platforms and inserted a standard hose at the bottom to feed the gas by gravity.

Portable pumps were obtained to fill the dispensers and a gauge running the length of the five drums was mounted on the outside to indicate the amount of gasoline inside. A float arrangement was worked out with a 50-calibre shell as a weight.

The boys don't claim their ideas will replace the neon-signed service station of the future but they may have a forerunner of automatic gasoline dispensing equipment of some kind.

The American overseas is always breaking out with, "Why couldn't this be done?" As a result, guns, planes, tanks, clothing, food and equipment issued today are vastly improved over original models, and hardly a day passes without some technician being recognized for invention or improvement.

The Air Service Command has instituted awards for the men who keep the planes flying. Membership in the Service Chief Club has been won by soldiers designing special tools and jigs, electrical test equipment and for the construction of welding assemblies. One adroit staff sergeant established a homemade foundry overseas and experimented until he found a mixture of sand and molasses to conquer the molding problems that had been the chief bottleneck.

The B-29 has shown remarkable progress

since it made its first appearance over Japan months ago. It was the first plane to go from the drawing board into combat. There was no time for the usual extensive tests. Such tests had to be part of the regular missions and modifications were accomplished between raids.

Crews observed the performance of their planes while in the air. Each kind was recorded, tabulated and a remedy devised.

Not all the adaptations have military significance.

Pvt. Everett A. Brown of Tulsa, Okla., for instance, liked his beer cold, so when he appeared at a salvage yard overseas, the unsuspecting officer gave him two bell-like pieces of metal from the scrap pile there. Brown had recognized them as ice plant "dumb bells" and set out to make a freezing machine.

To the delight of his company, Private Brown's ice plant is producing 1,600 pounds of ice daily. Not only is there plenty of cool water on hand, but the warm water from the ammonia generating compartment is piped to showers for bathing!

Another GI spotted an old mandrel and some pulleys in a bomb-wrecked building. He immediately set out to build a sawmill. For a carriage he secured rails from an abandoned rail siding, and some wrecked truck frames. The winch and cable came from a salvage yard with gears from an old truck transmission and sheaves made from obsolete pulleys. A regular Army sawmill donated a 48-inch blade.

Gadgets for all jobs

THE old American flair for ingenuity has reached down to the men's own personal quarters where "Goldberg" gadgets are dreamed up to make life more bearable and to while away dragging hours.

Everything from electrical rat traps to paint shakers, and from pumps operated by the vacuum of a gasoline engine to unique hot water heaters have been devised.

While learning by practical application has been foremost, actual classroom schooling has not been neglected. In addition to the hundreds of technical and scientific courses to which the Army has subjected its trainees, correspondence courses are also widely subscribed to by soldiers in every theater. Augmenting such teaching by mail has been the formation of "Fox Hole Universities," staffed by officers and enlisted men with education and background in the subjects being taught.

Technologically, America has progressed by many years through the lessons gained from this war, and matching such advancements are the millions of soldiers who are coming home to carry on the fortunes of peace. Business executives with the foresight and vision properly to utilize this huge pool of manpower and brainpower can look to a future of unprecedented progress.



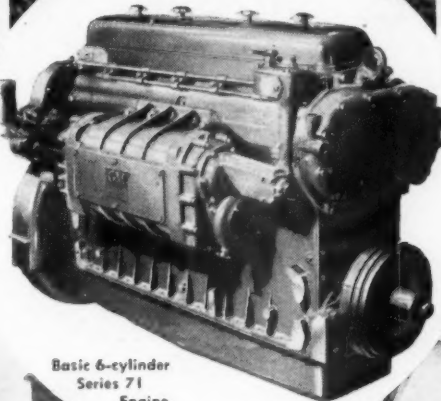
LCI powered by two Series 6-71 "Quad" Engines.



M-4 tank powered by Series 6-71 "Twin" Engines.



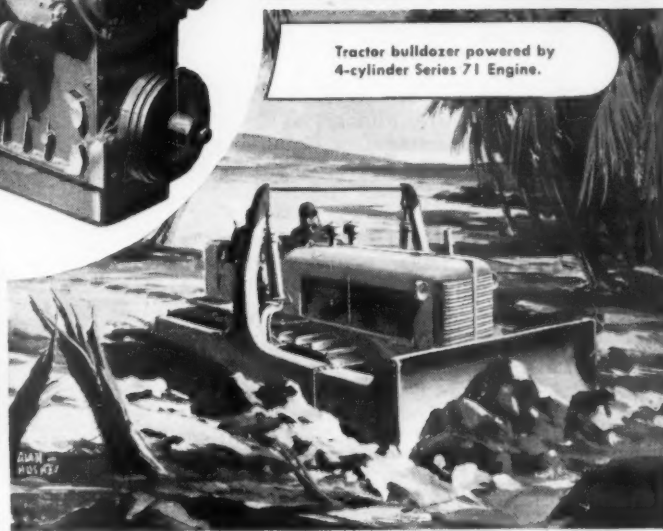
Portable Welder powered by 2-cylinder Series 71 Engine.



Basic 6-cylinder Series 71 Engine.



Army Shovel powered by 3-cylinder Series 71 Engine.



Tractor bulldozer powered by 4-cylinder Series 71 Engine.

THERE WHEN NEEDED

In addition to providing plenty of dependable power for the machines our fighting men use, this engine, because of its interchangeable parts, helps them keep everything on the move.

For example, a shell-torn shovel or tractor engine can be fixed with an engine part from a wrecked landing craft. A landing craft can keep going by picking up a part it needs from a disabled tank.

Every GM Series 71 engine, whether a two-cylinder or one of a "Quad" six, has the same bore and stroke, and most moving

parts from one engine will fit and work perfectly in any other.

This feature of interchangeability of parts in these engines will be equally important in peacetime. The elimination of *different* sizes of parallel parts increases the availability to owners of the right part *when it is needed*.

In construction, fishing, transportation and all through industry, these "Single", "Twin" or "Quad" GM Diesels will provide dependable, low-cost and easily maintained power.

**KEEP AMERICA STRONG
BUY MORE WAR BONDS**



SINGLE ENGINES... Up to 200 H.P. } • • DETROIT DIESEL ENGINE DIVISION, Detroit 23, Mich.
MULTIPLE UNITS... Up to 800 H.P. }

ENGINES... 150 to 2000 H. P. • CLEVELAND DIESEL ENGINE DIVISION, Cleveland 11, Ohio

LOCOMOTIVES... ELECTRO-MOTIVE DIVISION, La Grange, Ill.

"Charged with Promoting Commerce"

By C. C. CAMPBELL

CABINET changes occur almost daily. New Administrative programs are announced by the President . . . yet the Department of Commerce, with its potential influence on all American business, continues (at this writing) under the direction of Henry A. Wallace.

Recalling Mr. Wallace's advocacy of a "planned economy" covering all aspects of our national life, his unorthodox approach to specific economic problems, and his record for putting his individualistic ideas into actual practice, business men may be excused if they wonder what they may be "in for."

If Mr. Wallace continues in charge, some startling developments can be expected.

True, the Department of Commerce has been shorn of many of its functions in recent years. Its appropriation has been cut, many of its best men have drifted away. War agencies have encroached on its special fields. Nevertheless, it was considered that when the war ended, the Department would be rejuvenated, probably expanded.

In an effort to find out what direction the rejuvenation may take, provided it is developed under the present direction, business men are scanning the Wallace record as Secretary of Agriculture, and as Vice President, when he delved into many extracurricular activities. They are giving special attention to his political and social philosophies as expressed in statements and books.

Plans have not been announced

MEANWHILE, the usually voluble Mr. Wallace has been strangely silent when pressed as to his plans for the Department. Some Washington observers regard this as a good omen, explaining that he is seeking to adjust himself to the business scene. Others assert that this unusual reluctance to talk means American business had better brace for a shock.

There is no question that, as Secretary of Commerce, Mr. Wallace has engineered himself into a spot of vital influence in the nation's postwar life. The congressional debates on his fitness for the position left the impression that, without the lending agencies, the Commerce Secretary would have little authority or influence. To those who know Washington and who also know Mr. Wallace this hardly squares up with

FOR 12 YEARS Commerce has been the forgotten Department of Government. Now after four quiet months as Secretary, Henry Wallace is rumored ready for action



PHOTO BY HARRIS & EWING



the facts. It is noted that Mr. Wallace's close associates, particularly Al Schindler and Harold Young, have entered the Department in key advisory positions.

Business men point out that Senator Ferguson (R. Mich.) gave it as his opinion that "as soon as the people realize his (Wallace's) capabilities they will rally behind him."

In seeming confirmation of many of Wallace's methods, they recall that President Truman told Detroit labor leaders that the Democratic party would "put human welfare first and profits second. We shall not, for the sake of price or profit, restrict our output of the good things of life."

The manner in which the revitalized Commerce Department may function might be adduced from the record of the



"Weight Reducers" for Metal Giants

These are welding electrodes . . . even smaller than a musician's baton. Yet many modern giants—ships, streamliners, planes . . . owe their trim lines and rugged structures to the application of these slender sticks of coated metal.

Yes, today, welding electrodes symbolize the new concept of design — lighter, stronger, better. Whether joining metals in the largest battleship or the smallest assembly, arc welding has become indispensable to provide maximum strength with minimum weight. Today, whatever the task may be in joining or surfacing metals, there is a P&H electrode to properly answer the need.

Here at P&H, leading maker as well as

user of welding equipment, the fabrication of all-welded cranes, hoists and excavators has been reduced to modern production technique—fast, efficient, simple. And in shops all over the world, P&H know-how is helping to solve literally thousands upon thousands of welding problems. P&H welding specialists are ready to assist you, too, on any problem in electric arc welding.

Manufacturers of

Overhead Cranes • Electric Hoists
Excavators • Welding Positioners
Arc Welders • Welding Electrodes

MILWAUKEE 14, WISCONSIN

P & H

HARNISCHFEGER

CORPORATION

EXCAVATORS • ELECTRIC CRANES • ARC WELDERS HOISTS • WELDING ELECTRODES • MOTORS

past. For instance, what happened at the Department of Agriculture when Mr. Wallace took over? The New York Times, July 19, 1940, summarized it as follows:

"In the first hectic days of the New Deal, in March 1933, Wallace, who had *carte blanche* from the President, called farm leaders to Washington and proceeded to evolve the first Agricultural Adjustment Act. Rushed through Congress, it became second in importance only to NRA.

Crops were plowed under

"UNDER Wallace's direction, vast amounts of corn and cotton were plowed under, millions of pigs were killed, crops were controlled and curtailed, and farm prices rose, as millions of checks poured out of the Federal Treasury into farmers' pockets. When the Supreme Court killed the first AAA on the grounds that its attendant processing tax was unconstitutional, Wallace rewrote the Act as it now stands.

"Because he felt that the Supreme Court had not acted for the 'public welfare' in killing the first AAA he joined with the President in the effort to revise the court set-up."

At about the same time, Mr. Wallace wrote a small and prophetic book "America Must Choose," in which he said:

"Much as we dislike them, the new types of social control we now have in operation are here to stay, and to grow on a world or national scale. We shall have to go on doing all these things we do not want to do."

Mr. Wallace has been described as being unfriendly, even antagonistic, to business and individual enterprise. His public statements hardly bear that out.

In some of his election campaign speeches he approached the matter realistically, at the same time providing a hint of how he believed government should aid business.

He told New York business men that the Administration must provide tax incentives to stimulate business; modernize the patent structure; police the cartels and set up an "international RFC" to help recovery abroad as a means of providing 60,000,000 postwar jobs in this country.

Attacked American business

THE former Vice President's blast against business men as "American Fascists" (July, 1943) will long be remembered, and is bound to cast some reflection on his attitude toward the U. S. way of business progress.

"There are powerful groups who hope to take advantage of the President's concentration on the war effort to destroy everything he has accomplished on the domestic front over the past ten years," he asserted. "Some people call these powerful groups 'isolationists,' others call them 'reactionaries,' still others, seeing them following in European footsteps, call them 'American

Fascists,'" who, he said, "put money and power first and the people last.

"Old-fashioned Americanism is the last refuge of the Fascists," he explained. "But, by old-fashioned Americanism, they do not mean what is implied by the term, but mean the situation that existed when great corporations rose to power economically and politically."

In another address, he extended a generalized conception of what the future business economy should include—without, however, specifying how these ends might be attained.

"Our dominant want is for an efficiently functioning economy," he declared, describing this as "full employment of labor, capital and technologies; a balanced development of all regions; the preservation of genuine free enterprise and competition to assure progress and a rising standard of living; the avoidance of business ups and downs, and no exploitation of labor, capital or agriculture."

While some of those statements can be considered as campaign oratory, they do offer a pattern and a possible clue to the manner in which the Department of Commerce, under Mr. Wallace's direction, may participate in the postwar business picture.

Help for small business?

HE has been especially emphatic in his concern for small business.

"The wise men in labor, business and government will have to give to the individual small business man the same assurance of a big market as our government at war has furnished during the past two years. Labor cannot do it by itself. Business cannot do it by itself. Nor government. All three must recognize their joint responsibility. . . . Of course, we must have a vast stockpile of blueprints for public roads, schools, sewers, reforestation, irrigation dams and flood control projects for every state in the union, so that, if unemployment falters for any length of time in any area, government employment may be promptly thrown into the breach."

At the same time, Mr. Wallace, reversing earlier enthusiasms, stated in a recent article in *The Reader's Digest*: "I am against a planned economy. It means tyranny. It means that all economic decisions would be made by a small group at a central spot."

Of course, he modifies this direct statement with an explanation: "Nevertheless I favor planning. I favor planning to keep our American economic system competitively free. I go further. I favor planning to make our economic system freer than it is today."

Stating that true free enterprise cannot survive "except as the enterprise of many," Mr. Wallace states that the remedy lies within all our governments. "Federal, state and local (governments) should deliberately encourage the enterprise of the many."

He proposes that arbitrary barriers such as monopolistic pools of patents

and controls of materials should be removed so that small businesses may use them; he urges that small business should have reasonable access to credit, recommending local pools of capital, supplemented "when necessary by the Government;" establishment of governmental industrial research for small business; and tax relief.

Business men expect to have an early opportunity to observe Mr. Wallace's business policies when the Department of Commerce undertakes the sale of \$5,000,000,000 to \$15,000,000,000 worth of government purchased surplus goods that are to be sold to the public.

In a talk last June before the Rutgers University Labor Institute Mr. Wallace declared a lasting world peace will never be achieved so long as the present wide gulf between the "haves" and the "have nots" remains and in this connection charged the United States with "great responsibility" for the present war.

Equal living standards

"THE rise of the German madmen was made possible because of the creditor-debtor situation," he said. "We will have some kind of world organization with measures for enforcing peace, but there cannot be millions of people in the world who have low standards of living while there are others with above the average living standards.

"As I look into the immediate future for such world justice," he added, "I see two friendly approaches to it—directed democracy and free enterprise democracy."

He said that the United States "owes it to the rest of the world to have full employment. We will have to demonstrate after this war that we can provide full employment and production as our duty, because full employment in the United States means prosperity all over the world."

Critics who have assumed that the stripped-down Department of Commerce offered little room to carry out economic experiments overlook the fact that the agency's various sections and services are, by nature of their defined functions, susceptible of expansion.

It must be observed, too, that the President has power to shift other government agencies, or parts of those agencies, to Commerce.

As the war agencies are dissolved, or their authority is limited, it seems probable that Commerce may pick up many of their marginal activities. It might even be that the Department of State and the Foreign Economic Administration will be impelled to return to Commerce some of the work of the Bureau of Foreign and Domestic Commerce which they have assumed.

Meanwhile, there is no reason Mr. Wallace should not add new sections or branches to his Department. Considering his methods in other government positions, this seems most probable. Under liberal interpretations, similar to those which have been used in setting up war agencies, such new sections of



Improved Rocking Chair,
U. S. Pat. No. 92,379,
granted 1869. Patent description
supplied upon request.

All the comforts of air-conditioning

Sit back and rest your bones in a *real* piece of furniture! This one has a built-in breeze . . . fanned by a bellows beneath the seat as you rock gently to and fro!

Chances are, however, that you'd rather do your rocking in a less fantastic model. Frankly, so would we. We're for the *simple way* of doing things . . . whether it's merely sitting down, or making out a company payroll.

To do the latter, we've devised a

method that is completely streamlined, start to finish. It's called the Comptometer Check-and-Payroll Plan. And it reduces your department's paper-work writing down to one short form.

It's easy to see why the system is *fast*. Employees can be paid within a remarkably short time after the payroll's begun. It's easy to see why it's *economical*. No unnecessary details. No ever-present manpower problem. No idle

machines that only work one day.

You'll agree, such a plan deserves a closer look. Why not get in touch with your nearest Comptometer Co. representative? The Comptometer, made only by Felt & Tarrant Manufacturing Co., 1712 N. Paulina St., Chicago 22, Ill., is sold exclusively by the Comptometer Company.

COMPTOMETER

REG. U. S. PAT. OFF.

Adding-Calculating Machines and Methods



**An
Important
Link...**

**Border
to Border
Coast
to Coast**

**5,000
MILES**

**MISSOURI
ARKANSAS
OKLAHOMA
TEXAS
KANSAS
TENNESSEE
MISSISSIPPI
ALABAMA
FLORIDA**

**A
GREAT
RAILROAD**

the Department might be empowered to do almost anything.

At present, the main divisions of the Commerce Department are:

Bureau of Foreign and Domestic Commerce
Business Advisory Council
Bureau of the Census
Civil Aeronautics Administration
Coast and Geodetic Survey
Inland Waterways Corp.
Patent Office
National Inventors Council
Weather Bureau
National Bureau of Standards

Most of these offer opportunities for Mr. Wallace to wield a powerful influence over business.

The Bureau of Foreign and Domestic Commerce was established 32 years ago, when a small group of American business men felt a need for representation in government. These private enterprises, the Department explains, all engaged in foreign trade, asked Congress for a special agency whose functions would be to serve American business with information, advice and guidance and to make its wants known to other governmental bodies.

Under its present set-up the Bureau has seven divisions: International Economy, Industrial Economy, Distribution, Small Business, Research and Statistics, Commercial and Economic Information and the Field Service.

Obviously, this Bureau could be a potent force in establishing new controls over business through expansion of its present scope.

The Business Advisory Council has been largely dormant during the past war years because many of its executives have been in the services or serving in war agencies.

Postwar planning program

DURING the past year a Council Committee has been active in helping the Department initiate and organize a postwar planning program "to coordinate the contribution which business can make to a high level of employment and productivity when hostilities are over."

Another committee has devoted itself to a study of the problems which small business enterprises face due to the hardships created by the war effort.

Mr. Wallace is expected to step up the activities of the Business Advisory Council, although whether it will become a component part of the Department's postwar policy-making board is not clear.

In the meantime, Mr. Wallace has appointed a special advisory committee of business men with whom to confer upon immediate projects, particularly those of small business. Included on this committee are Eric Johnston, president of the United States Chamber of Commerce, and Ralph Flanders, president of Jones-Lamson Machine Company, who has been an outstanding leader on

the Committee for Economic Development.

Work of the Bureau of Census has been devoted largely to the needs of war, but plans have proceeded for developing its services to business as soon as conditions permit. Congress has refused to appropriate funds for a business census.

Business executives consider that Mr. Wallace, if he remains in charge, will use his influence to develop this statistical division for the benefit of business. In his previous governmental work he has always insisted on having data available.

Interest in aviation

MR. WALLACE has also expressed particular interest in the Civil Aeronautics Administration. He has estimated that civil aviation can provide 400,000 jobs within ten years after the war. Revenue from an expanded civil aviation industry—manufacturing and transportation—he figured would reach \$1,700,000,000 annually. He predicted that federal aid airport legislation would determine the progress of airport development in the United States for the next 25 years.

To take a more active part in postwar aviation plans, Mr. Wallace has learned to fly.

The National Bureau of Standards has played an important part in the war effort. In peacetime, its work could be stepped up and its findings made public. Thus, Mr. Wallace could, if he wished, employ its studies for brand comparison, even for insistence that advertising and sales claims be verified.

Based on his previous utterances, the patent system, which is now under his jurisdiction, is due for some changes... if Congress endorses his plans.

First indications of new policies may be discerned, therefore, through shake-ups in the currently established departments. Reports, unfounded but persistent, indicate that the Commerce Department will be the focal point for experiments in business conduct which will be far more radical than any so far proposed.

In a booklet issued by the Department of Commerce (The Businessman's Bureau) Jesse Jones, then Secretary, had this to say:

"Private initiative and freedom of enterprise are the substance of our American way of life. Together they form the framework of our economic structure, the productive strength of which is unmatched by any other country in the world..."

"The Department of Commerce demonstrates its belief in a free competitive system of enterprise for all its members. Within its capacity, it will constantly seek to increase and to improve its contribution to the system. It will continue to fulfill its obligation to represent business interests in Government."

Business men wonder: does Henry Wallace subscribe to that platform?

What Workers Worry About

(Continued from page 40)

living anywhere in their industry.

(c) Largely because certain leaders feared that public opinion might shortly force legislation unfriendly to union security, they believed it wise to organize the PAC-CIO and otherwise to increase their political power. Such entry into national politics, according to the leader just mentioned, is practically certain to result when the closed shop or other form of union security frees the leader from his normal dependence on continuous service to his members.

(d) To further their organizational and political aims, many leaders of both labor and politics have deemed it necessary constantly to foment class-consciousness and to fan the flames of class hatred. This has often required them to oppose any increase in productiveness and, instead, to favor almost any form of skulduggery calculated to embarrass "the lying, cheating, employer-enemies of the working-class."

To these should be added, of course, such constructive developments as the new union-management committees and the recent Johnston-Green-Murray "charter." The list, accordingly, falls far short of proving the net ineffectiveness of current unionism's mass, wholesale methods. But it does justify these two "retail" observations now widely encountered amongst union members:

First, that especially the CIO-type organization has lessened its members' hope for individual advancement. This is because it has tended to telescope the job ladder by reducing the wage and other "differentials" traditionally enjoyed by skill and responsibility.

Second, that instead of enjoying increased security and "freedom from fear," many members now fear their union leaders immensely more than they used to fear their employers!

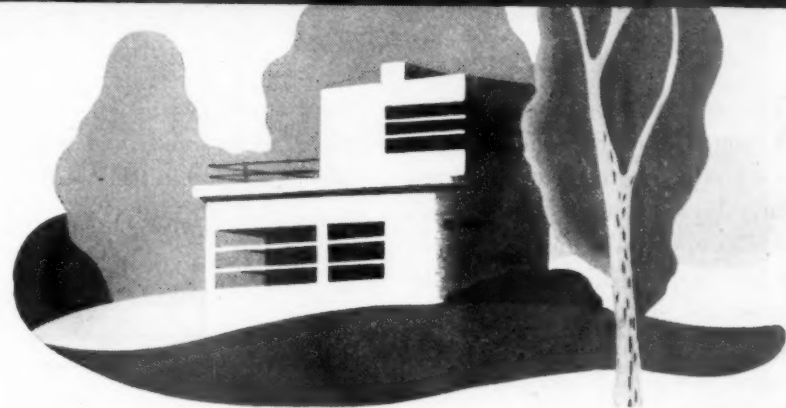
2. Shortcoming Number Two.

More serious than Number One is the new climate's failure to appreciate how completely—and for what fundamental reasons—the kernel of every wage earner's fears, prides and hopes is to be found in his daily job. Just as too many employers expect to offset a bad foreman or poor tools by clean locker rooms or attractive snack bars, so too many friends of the worker fail to understand that, helpful as are all such on-the-job improvements as seniority and grievance procedures or such off-job betterments as "social security," all these, nevertheless, fail to give the worker the one thing he most wants—a job, a steady job, the fullest possible choice amongst an abundance of jobs.

What the climate's arrangers have overlooked—and what every wage earner knows—is that his daily job not only puts daily bread in his stomach



Whether you build Radio Stations or Homes . . .



your product can be improved with a Kimpreg* Surface

A revolutionary new alloy-like material is achieved by fusing to plywood's surface a cured plastic skin of KIMPREG. This resultant material is not a plywood in the ordinary sense, not a plastic laminate. It is a brand new, better structural medium with countless applications in many products—including, very probably, those you plan for post-war production.

With KIMPREG, plywood is converted into an improved substance which can be machined, formed and fastened like ordinary wood—yet has a plastic's smooth, tough surface and beautiful, permanent, paintless finish.

KIMPREG adds the following advantages to plywood: 1) increases durability and

flexural strength; 2) provides resistance to moisture and vapor; 3) armor-plates against extreme abrasion; 4) diminishes grain-raising effects; 5) makes the material scuffproof, splinterproof, snag-resistant; 6) affords a stainproof, washable, "wipe clean" surface; 7) creates resistance to chemical action, decay, temperature-extremes, fire, vermin, and mold. Moreover, it is warm to the touch, does not have the chill "feel" of metal surfaces.

Today all KIMPREG is required for military needs. Post-war, however, it will be offered in a variety of appealing hues.

Write us for information and names of those plywood manufacturers who are using KIMPREG plastic facing material.

Kimpreg

REG. U.S. PAT. OFF.



Send Coupon for FREE Kimpreg book:
Kimberly-Clark Corp., Neenah, Wisconsin.

NB-845

Name _____

Firm _____

Line of Business _____

Address _____

City _____ State _____



A NEW FINANCING PLAN

to see you through

Termination and Reconversion

to Profit



NO matter what sources of funds you have used in the past, you owe it to the future of your business to investigate Commercial Credit's new Commercial Financing Plan. For here is a broad-gauge plan developed specifically to help business meet the financing problems of the reconversion period and the critical years ahead.

Without interference with your management . . . without restricting your operations in any way . . . this plan makes thousands or millions quickly available at drastically reduced rates.

Under this plan you will have no balances to maintain . . . no worries about renewals, calls or periodic clean-ups of your loans. Instead, you will have funds at your disposal to use as needed *under a continuing arrangement* . . . which combines

the features of permanent financing with the flexibility and economy of borrowing on a day-to-day basis.

What's more, under this plan, you will not be handicapped by a short line of credit which lets you borrow just enough to keep going under normal conditions, but which may fail to meet your need just when the need is greatest. Instead, you will have ample funds available to meet unusual situations, grasp opportunities, expand volume and increase profits.

We will welcome the opportunity to show you how this plan can meet any need for funds in your business . . . and contribute to more profitable operation . . . *at a lower net cost* for the money you need and use. For full information and prompt cooperation, write, wire or phone the nearest office listed below.

COMMERCIAL FINANCING DIVISIONS:

Baltimore, New York, Chicago, Los Angeles, San Francisco, Portland, Ore.



FINANCING OFFICES IN OVER 100 PRINCIPAL CITIES OF UNITED STATES AND CANADA

but, vastly more important, also puts daily self-justification, daily conviction of his individual importance, in his heart: that, therefore, there is no imaginable substitute for a productive, self-respecting job except another equally productive, self-respecting job.

In sum: What we have seen since 1919 is a "climate of worker concern" which, first, persuaded industry to abandon voluntarily its old individualistic paternalism in exchange for employee representation, and then later, with the help of depression and war, tried to compel universal adoption of unionism's mass or collective bargaining.

Superficially and on the material side this is much to the good. But what we are now seeing is a public which is:

1. Seriously troubled and concerned over the net total gains won to date for its worker-citizens' genuine security, self-respect, liberty and hope by the wholesale assignment it gave to unionism and

2. More eager than ever before to obtain for those same worker-citizens the most basic thing they desire—an abundance of worth-while jobs provided by "full" or "high" employment.

These two concerns are the natural and proper results of the present "climate's" genuine solicitude for its wage earners. Most disquieting, therefore, is it that an unforeseen obstacle now stands in the way of their fruitful out-working. I mean that class-consciousness and that class-animosity which too many leaders of both labor and politics have believed essential to the security of their formal organizations rather than of their followers. For this class-consciousness and class-animosity does more than make every legislator reluctant to suggest even the slightest improvement of collective bargaining for fear of being called a "labor baiter" and hence refused re-election.

In addition and worse, this same class-animosity now makes enormously difficult the nation's task of meeting its present crucial challenge by providing an abundance of worth-while jobs. This challenge cannot be met by any amount either of the taxpayer's money or of group pressure and warfare. Instead, its meeting demands that any, every and all groups, whether capital, labor, government or public, give the utmost of their intelligence, vision and courage—and, above all, give this utmost together!

To consider the outcome simple and easy would be tragic. What is to be profoundly hoped is that any nation possessing such a "climate of concern" as, with all its shortcomings, we have "grown" since 1919, will not fail to muster and hand over the full price of understanding and good will now demanded—especially when that price, enormous though it be, is demanded in behalf not simply of its wage earners but also of its every other citizen.

America's Growing Curiosity

By EDWIN WARE HULLINGER

UNCLE SAM will emerge from the war with a new and greatly enlarged set of eyes and ears—and brain centers to service them—developed by the necessity of knowing many more things about this complicated new world than he ever thought he had to know before.

This sensory apparatus, which includes a big wartime intelligence agency—the Office of Strategic Services, the coordinating unit—the intelligence operations of the Foreign Economic Administration, and the expanded intelligence sections of five “old-line” agencies, is mirroring to Washington, often with surprising detail, what is going on all over the globe.



PHOTO U. S. A. A. F.

Intelligence helped place bombs on this refinery when it did us the most good



Information was carefully compiled from many sources for use in planning bombing missions over territory occupied by the Germans

It represents our first venture into the field of international intelligence on a scale comparable to that of other major powers.

In international parlance, “intelligence” involves the appraisal of a foreign country’s ability to make war. In total warfare, this means not only the nation’s internal life but its commercial and financial maneuverings throughout the world.

Many of the methods employed by us today have never before been used in organized warfare.

The effort is costing about \$100,000,000 a year and the labor of thousands of highly trained men and women, in uniform and out.

Since the war costs \$250,000,000 a day, the organization, if it succeeds in shortening hostilities by as much as 24 hours, will have paid for itself twice

over for a whole year, not to mention the saving in human lives.

With the European surrender behind us, business leaders are becoming increasingly curious about just what part this big mechanism has had in the war program, whether it will be carried over into the peace and, naturally, what benefit American business can expect from the huge stockpile of information the intelligence organizations are accumulating.

Although the whole story cannot yet be told, it is possible to reveal that America's intelligence units played a crucial role in many important military successes in Europe and Africa. Without them, and similar operations by our Allies, modern economic warfare—one of the most effective of the new techniques of war—would not have been possible.

The whole pattern of the Allies' strategic bombings in Europe was shaped from economic intelligence provided by American specialists working with their British counterparts. Tips from undercover sources, used in connection with the exhaustive data already supplied by previous research, made it possible for the attacking air fleets to roam the continent in devastating "bottle-neck" bombings, striking successively at weak spots in the Ger-

man industrial system. We knew where the key factories were and, if the Command thought the gain worth the risk, we knew when to strike.

A dramatic instance was the concentrated hammering of German railroads which von Rundstedt and other captured generals cited as one of the main causes of the collapse. It seems the Germans, miscalculating the probable length of the war, had decided to risk letting their railroad equipment deteriorate, so they could throw more metal into the production of arms for a last smash. From secret sources, we learned that Berlin, discovering that the country was running short of locomotives, was changing the policy temporarily to assign top priorities to the building of more engines.

When to hit the locomotives

THIS morsel was laid before the High Command. Immediately a terrific air offensive was launched against the railroads. So many trains were hit and locomotives shot up that the Germans had to divert still more (this time, huge quantities) of materials and men from the production of tanks and submarines. They never recovered from the resultant lag in these three vital departments.

When intelligence reports revealed

that shortages in ball bearings were crippling the manufacture of aircraft engines, we smashed the concealed ball bearing factory at Steyr, Austria (spotted after the war began) as well as the great production center at Schweinfurt.

To make a clean sweep, FEA got into action along with the State Department and bought up most of the Swedish supply of ball bearings, which otherwise would have gone to Germany.

The existence of one secret synthetic oil plant was discovered by examining tables of German freight rates which disclosed a suspicious lowering of shipping charges on certain strategic products intended to encourage movement of materials to this center.

The world-wide battle for strategic war materials depended directly on our far-flung intelligence net.

A seemingly innocent neutral ship put into a South American port. The same day platinum prices jumped in the black market in that region. Through secret channels, FEA agents learned of this black market stir the same night. They knew Germany was very short of platinum, and went into a huddle with a special agent whom FBI had loaned the local police as a liaison officer in counter-espionage. As a result, a pipeline to Germany was plugged up, and some



Experts in FEA worked closely with OSS in compiling the exhaustive data which made possible the "bottle-neck" bombings, striking successively at weak spots in the German industrial system

ings were
of aircraft
ncealed ball
c, Austria
) as well as
at Schweis

FEA got
ate Depart
the Swedish
h otherwise
7.
et synthetic
examining
ates which
ng of ship
tegic prod
ovement of

r strategic
ctly on our

ral ship put
. The same
n the black
ough secret
ned of this
night. They
ort of plat
with a spe
loaned the
in counter
pipeline to
and some



he
ust, 1945

N



Registrations prove ...
MORE FORD TRUCKS
on the road ... on
more jobs...for more
good reasons

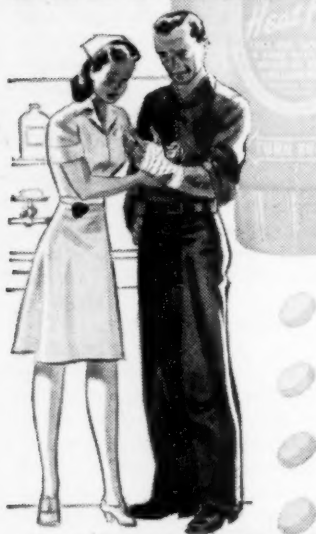
W

E

S

Morton's

SALT TABLETS



**NOW AS FAMILIAR
AND NECESSARY AS
THE FIRST AID STATION**

In the middle thirties salt tablets were a novel idea. Today practically all leading industrial plants wouldn't think of eliminating either salt tablets or first aid stations. Both are essential — the one to help prevent accidents, the other to repair them.

When workers sweat, their bodies lose essential salt. This loss causes Heat-Fag, inactivity, fatigue, heat prostrations. Accidents increase. Production goes down.

Morton's Salt Tablets at every drinking fountain provide an easy, simple, effective way to restore this vital salt lost through sweat. The cost is less than a cent a man per week.

In salt tablets, as with other grades and types of salt, Morton is the recognized leader. Order Morton's Salt Tablets and Dispensers from your distributor or directly from this advertisement. Write for free folder today . . . Morton Salt Co., 310 South Michigan Avenue, Chicago 4, Illinois.



MORTON'S DISPENSERS

They deliver salt tablets, one at a time, quickly, cleanly — no waste. Sanitary, easily filled, durable. 800 Tablet size . . . \$3.25

MORTON'S SALT TABLETS

Morton's Salt Tablets are available either plain or with dextrose.

Case of 9,000, 10-grain salt tablets \$2.60
Salt Dextrose Tablets, case of 9,000 \$3.15

**MORTON'S
SALT TABLETS**

of the Luftwaffe's planes did not get into the air because their radio equipment never arrived.

An undercover "contact" was walking along the wharf of another South American harbor one night when he noticed a man carrying a suitcase with an excessive number of metallic strapbands. Suspecting contraband, he trailed the suspect, got the police to grab him, and prevented a large quantity of another ultra-scarce strategic metal from getting a sea voyage to Germany.

In the United States, even after Pearl Harbor, the enemy sometimes helped himself to critical supplies from right under our nose. When the copper shortage in Germany and Italy began to hamper production of electrical conductors, Axis manufacturers turned to silver. In American markets, the Board of Economic Warfare (later FEW) noticed an increase in neutral purchases of silverware and jewelry containing silver. What could have grown into a profitable source of supply for the enemy was stopped by prohibiting exportation of silver articles.

Until 1942, the United States depended on its allies to do its wartime intelligence job. We never had a foreign secret

service worth the name, although our tiny corps of military and naval observers abroad were efficient in their limited spheres. Throughout the First War the British and French protected us. At the time of Pearl Harbor, we still were relying on the British for most of the data about the enemy that our diplomatic representatives couldn't pick up in the open.

Some countries keep secrets

MANY facts about a foreign country's economic, political and military life can, of course, be gathered in the open by a nation's diplomatic agents. The United States did a pretty good job along this line. The Foreign Service of the State Department amassed enormous volumes of data.

But there are factors that enter into a nation's strength that no nation wants another nation to know. As civilization grows more intricate, both in materials used and in scientific discoveries, accurate information becomes more important if the real war dynamics of a world power is to be measured.

With the famous Geopolitical Institute, founded by Professor Haushofer,



PHOTO U. S. A. F.

When ball bearings were a bottleneck in Germany our knowledge enabled us to make a shambles of the works at Schweinfurt

ough our
naval ob-
t in their
the First
protected
or, we still
or most of
our diplo-
t pick up

ecrets

country's
y life can
open by a
ne United
along this
the State
s volumes

at enter
no nation
As civi-
both in
c discov-
becomes
dynamics
sured.

cal Insti-
aushofer,

as its mainspring, Nazi Germany prob-
ably had the world's most elaborate
undercover and above-the-counter fact
collecting organization. So complete
were their files about the United States
that, had they succeeded in getting
ashore here, almost any German com-
mander literally could have walked up
to almost any small town official,
slapped him on the back and called him
by his first name.

The Italian and Jap organizations
were similar, but not as good.

All three powers poured agents into
the United States in the years before
Pearl Harbor. The FBI knew all about
it—but nothing could be done under in-
ternational law.

It was fortunate for us that the Japa-
nese foreign intelligence was no more
efficient than it was. Had the Japs
known the truth about our unprepared-
ness, they could have seized not only the
Hawaiian Islands but generous portions
of the Pacific Coast. We had neither the
coastal defenses nor antiaircraft guns
to stop them.

Soviet Russia long has had almost as
large a foreign intelligence service as
Germany—possibly as large. Its secret
section reports to the Secretary of the
Communist Party in Moscow but it is
tied into the famous OGPU. The espio-
nage extends through all of Russia's
official and business organizations oper-
ating abroad. In fact, Russia is reported
to send her foreign envoys out in pairs;
every diplomat has his OGPU twin.

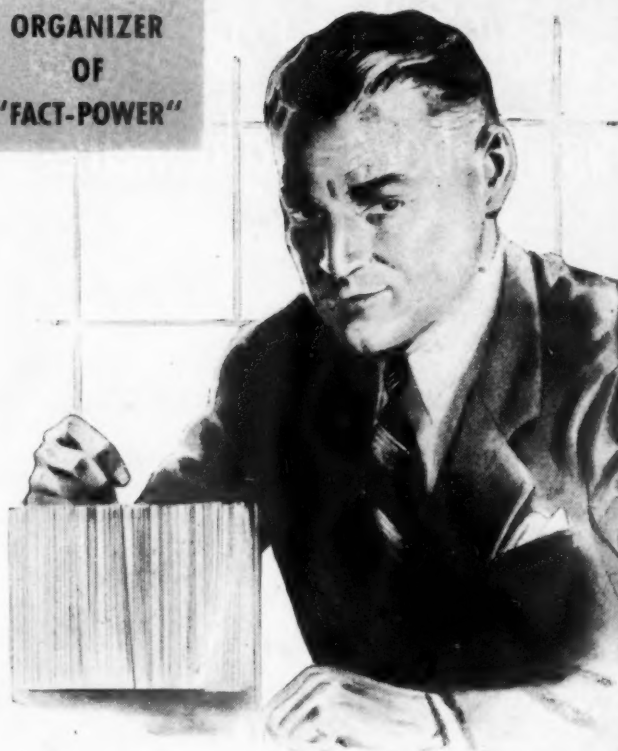
Decentralized intelligence

BRITAIN'S intelligence system is not as
highly centralized as the Continental
organizations, and Britain takes more
pains to keep her undercover work sepa-
rate from her embassies and consulates.
Her secret operatives report to a branch
of the Foreign Office in London. Eco-
nomic intelligence is handled by the
Ministry of Economic Warfare. Britain
unifies her intelligence operations by
means of the committee method and
always presents a single mind when she
approaches us. (Until recently the views
of our American set-up were not unified.
The British used to complain that it was
difficult to get an "American opinion."
There usually were four or five of them,
depending on how many different agen-
cies were at the meeting!)

Considering their inexperience, Uncle
Sam's eyes and ears seem to be giving
a good account of themselves. Although
there is overlapping and duplication by
the various units in Washington, this
isn't so serious in intelligence opera-
tions where the emphasis is on quantity
of material and where any bit of infor-
mation, however unimpressive, may fit
into some other bit from a remote
source to complete an important jig-
saw puzzle.

A more serious defect has been the
lack of structural cohesion among the
agencies. While an elaborate liaison sys-
tem exists, the extent to which any
agency actually cooperates with another

ORGANIZER
OF
"FACT-POWER"



HE frees business from the curse of idle facts

What is unusual about this man?

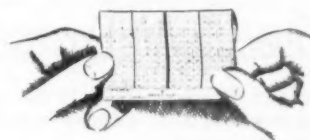
It's his ability to inject the price-
less element of *control* into your busi-
ness records . . . to give them "Fact-
Power."

Without control, records are a
mere history of stock . . . cost . . .
personnel . . . sales. Such records *fail*
to indicate in themselves what action
should be taken, and when. Minor and
major decisions alike must wait upon
analysis of recorded facts, unless
record systems provide *control*.

Sight analysis, made possible by
the development of Kardex Graph-
A-Matic charting signal control,
is saving thousands of man-hours
every day because somebody called
in the *Systems Technician*. While
providing the all-important control,
this man also knows how to simplify
and consolidate duplicated and over-
lapping records. He can design them
to eliminate waste effort, house
them for faster, easier reference,
protect them from fire at the point
of use.

Through knowledge interchanged
with his hundreds of colleagues, he
offers you the accumulated record-
control experience of leading organi-
zations everywhere. He is at our
nearest Branch Office, and can go to
work for you today.

EXAMPLE



HE started a stock control "revolution"
with a slip of paper. One "new idea" helps
scores of leading war producers to meet de-
livery schedules with lower stockpiles and
less expediting. Gives simple, speedy, pos-
itive coordination of supplies with actual
needs. Saves clerical labor and executive
time. Ask about the new "Graph-A-Matic"
Computing Chart, if you are interested in
combining high stock turnover with low
operating costs.

SYSTEMS DIVISION

REMINGTON RAND

315 Fourth Ave., New York 10, N. Y.

COPYRIGHT REMINGTON RAND INC.

Cost of Special Bearings was Jobber's Nightmare



Air Express solves his problem — for 5% of selling price!

Maybe *your* business isn't like this. Maybe it is. A lot of them are. Anyway, here's this jobber's story:

He stocks a standard line of precision bearings—a big investment. If he had to carry *all* special types and sizes, his investment would run into a nightmare of high-cost slow-turn "specials."

So in order to give 100% service,

what does he do? Simply this. When a customer wants a "special", the jobber wires the manufacturer and has the order shipped Air Express. Same-day delivery is often made on orders placed early in day.

Cost of Air Express? Only 5% of his selling price — and on goods he doesn't have to carry!

Specify Air Express—a Good Business Buy

The inventory of any supplier in the nation is within a matter of hours of your business when you specify this fastest delivery service.

Shipments travel at a speed of three miles a minute between principal U. S. towns and cities, with cost including special pick-up and delivery. Same-day delivery between many airport towns and cities. Rapid air-rail service to 23,000 off-airline points in the United States. Direct service to scores of foreign countries.

AIR MILES	2 lbs.	5 lbs.	10 lbs.	25 lbs.
250	\$1.04	\$1.25	\$1.57	\$2.63
500	\$1.11	\$1.52	\$2.19	\$4.38
1000	\$1.26	\$2.19	\$3.74	\$8.75
2500	\$1.68	\$4.20	\$8.40	\$21.00



GETS THERE FIRST

Write Today for interesting "Map of Post-war Town" picturing advantages of Air Express to community, business and industry. Air Express Division, Railway Express Agency, 230 Park Avenue, New York 17. Or ask for it at any Airline or Express office.

Phone AIR EXPRESS DIVISION, RAILWAY EXPRESS AGENCY
Representing the AIRLINES of the United States

is left to choice and to the varying currents of interagency relations. It sometimes has happened that data has bogged down, due either to an agency's desire to retain it for its own interests or to carelessness, with the result that a piece of intelligence needed to complete an important picture has not reached the proper place or has come too late.

No agency has authority to require information from another.

Glamor centerpiece of the wartime intelligence system is, of course, General Bill Donovan's Office of Strategic Services which holds forth in much advertised hush-hush in a group of buildings on top of a hill overlooking the Potomac.

Working under the Joint Chiefs of Staff, and responsible to the President, this agency has the twofold objective of ferreting out information of strategic value and of coordinating both its own gleanings and those of the other intelligence units continually feeding material into it.

Collecting information

SCRUTINY of all available data and consequent channeling of information is the big aim of the agency. It transcends in importance the excitement and romance of activities in the field. The bulk of this work is done in Washington by the famous group of scholars in the Research Bureau—recruited from leading universities and reputed, among them, to know about all there is to know about almost everything. Helping them are authorities on foreign areas, from all over the world.

This Bureau is also continually trying to anticipate the needs of the armed forces by preparing exhaustive studies of areas where the armies will be operating, outdoing Dr. Haushofer's Geopoliticians in fullness of detail.

OSS started life in 1942 with an annual budget of \$23,000,000. For 1944-45, it asked Congress for \$57,000,000—and got it—but didn't spend it all. For 1945-46, it pared its budget down to \$38,000,000.

In another group of buildings on another hill, a half mile up Rock Creek Park, the Enemy Branch of FEA—its staff consisting of about one-fourth of the organization's total personnel—specializes in digging up and analyzing facts that can be used in the United Nations' economic warfare and in plans for postsurrender treatment of enemy lands. It has field agents on all the continents.

Another new kind of intelligence is plucked right out of the air by the radio monitors of the Foreign Broadcast Intelligence Service of the Federal Communications Commission. Admittedly containing much propaganda, this material has often revealed far more about actual conditions inside enemy lands than the enemy realized.

FBI has liaison people at military headquarters in all the theaters of war,

rying cur-
 It some-
 data has
 agency's
 interests
 result that
 to com-
 has not
 has come
 o requis-
 wartime
 rse, Gen-
 Strategic
 much ad-
 of build-
 oking the
 Chiefs of
 President
 objective
 strategic
 in its own
 er intelli-
 ng mate-
 on
 data and
 mation is
 transcends
 and re-
 The bulk
 ington by
 n the Re-
 n leading
 ng them.
 ow about
 them are
 from all
 ally try-
 he armed
 e studies
 be oper-
 r's Geo-
 h an an-
 1944-45,
 000—and
 For 1945-
 \$38,000-
 ys on an-
 ck Creek
 FEA—its
 fourth of
 nel—spe-
 analyzing
 e United
 in plans
 f enemy
 the con-
 gence is
 the radio
 ecast In-
 cal Com-
 mittedly
 this ma-
 re about
 y lands
 military
 s of war,
 INESS



When rubber teams with steel ...

HE was a construction worker here at home, long before war sent him on a ten thousand mile journey. He was one of the thousands of Americans who take to handling hydraulic tools naturally...who know about the power that flows through slender hose.

He's still in a construction gang...but doing a different job under different conditions...clearing jungles, smoothing air strips on coral atolls, building revetments for planes.

High-pressure hose puts the strength of a giant into his hands...hose of flexible rubber, fortified with braided steel wire...hose that controls and conveys tremendous pressures.

To achieve this useful teaming of rubber and steel, long and patient effort had to come first. United States Rubber Company technicians—chemists, engineers, craftsmen—coordinated their skills, focussed them on his needs.

By serving through science, they gave these fighting builders—the Army Corps of Engineers and the doughty Seabees—hose capable of withstanding highest working pressures, of resisting the effects of jungle heat and arctic cold.

The backlog of experience needed for such service was laid in the years before 1941. It takes a big business to meet such needs. But a business only grows big because people like its products. When you bought "U.S." rubber products in the past, you were creating work for men and women. You helped build this company—helped give it force.

That force is still backing our fighting men. It will continue to do so until the Pacific victory is secured. Seasoned and strengthened then by its intensive wartime experience, the U.S. Rubber organization will enthusiastically return to its civilian job.

SERVING THROUGH SCIENCE



Listen to "Science Looks Forward"—new series of talks by the great scientists of America—on the Philharmonic-Symphony Program, CBS network, Sunday afternoon, 3:00 to 4:30 E.W.T.

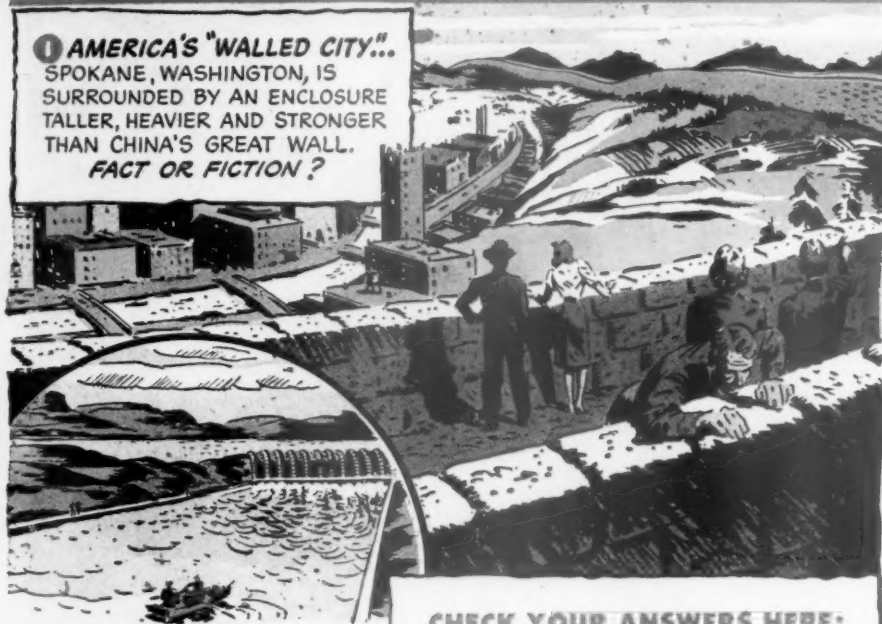
UNITED STATES RUBBER COMPANY

1230 SIXTH AVENUE, ROCKEFELLER CENTER, NEW YORK 20, N. Y.

In Canada: DOMINION RUBBER CO., Ltd.

FACT OR FICTION? A QUICK QUIZ ON SPOKANE'S EMPIRE

1 AMERICA'S "WALLED CITY"...
SPOKANE, WASHINGTON, IS SURROUNDED BY AN ENCLOSURE TALLER, HEAVIER AND STRONGER THAN CHINA'S GREAT WALL.
FACT OR FICTION?



2 A MAN-MADE RIVER
NEAR SPOKANE WILL CREATE 17,000 NEW FARMS.
FACT OR FICTION?



3 ALUMINUM "SKIN" FOR B-29's
ROLLED AT SPOKANE, IS THE HEAVIEST METAL HANDLED IN THIS "LIGHT-METALS" CITY.
FACT OR FICTION?



4 A STEEL HIGHWAY
BUILT IN 1881 IS STILL ONE OF SPOKANE'S BUSIEST ARTERIES.
FACT OR FICTION?

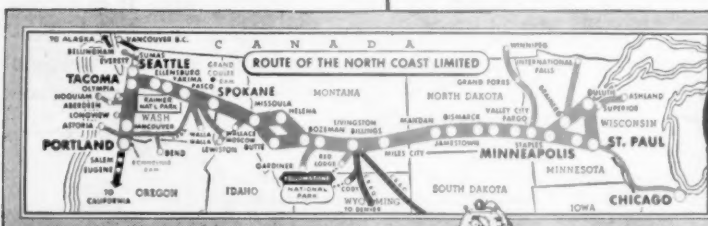
CHECK YOUR ANSWERS HERE:

1. Fact. This "wall" is formed by four mountain ranges... the Canadian Selkirks, the Cascades, the Blue Mountains and the Rockies. Inside this vast bowl, embracing parts of Washington, Oregon, Idaho and Montana and called the "Inland Empire", Spokane holds unrivaled dominance. Tremendous wealth of farm crops, minerals, timber and manufactures in this beautiful country flows to and from Spokane via Northern Pacific Railway.

2. Fact. This "river" will be created as part of the Columbia Basin Irrigation Project. A main channel 45 miles long, and three principal branches 88 to 130 miles in length, will transform 1,029,000 acres of undeveloped land into richly productive farms and orchards. This great new farm empire will be served by Northern Pacific Railway.

3. Fiction. Although Spokane has seen spectacular wartime growth of its aluminum and magnesium industries, the city has long been a center for the heavy metals, also. For example—mines of the Inland Empire area contribute one-third of total U. S. lead production. Very large tonnages of zinc are also shipped from the Inland Empire via Northern Pacific.

4. Fact. This highway of steel is today busier than ever with traffic to and from the Inland Empire. It's the Northern Pacific Railway—called "Main Street of the Northwest" because it links most of the important Northwest population centers.



NORTHERN PACIFIC
Main Street of the Northwest

and has cooperated with South American police in tracking down enemy agents.

Behind cloaks of secrecy, the intelligence divisions of the Army and Navy have been at their chores in the usual way. Staffs are larger than before, and the research technique is used more than in the past. Together, the two organizations are spending about \$20,000,000 a year (the Army using more than half of the sum).

Planning peacetime intelligence

HOW is the return of peace going to affect all these operations?

Peace in Europe will bring no appreciable shrinkage in wartime intelligence projects. Many operatives now in Europe will be shifted to Far Eastern assignments. At the same time, conditions in Europe today are so chaotic, and likely to remain so for some time, that we probably shall have a sizable intelligence job on our hands right on the Continent.

As for V-J Day, and after, it will be up to Congress to decide how much money it wants to appropriate. However, a general blueprint is in existence; it probably will be presented on Capitol Hill.

The present plan is to maintain the "in-the-open" fact-gathering at a high level. The argument is that we shall be operating in a complicated world and that it behooves both the Government and American business to keep well posted. Those in the know expect the State Department to ask for \$45,000,000 or \$50,000,000 a year for the Foreign Service, as compared with the \$35,000,000 it is spending today.

The Foreign Service probably will take over the radio monitoring job, each embassy or legation maintaining a small monitoring staff.

It is reasonably certain that an effort will be made to retain at least a Central Research Bureau along the lines of OSS to handle the over-all job of coordinating and processing intelligence material. For secret data, the Bureau probably will rely on an expanded Military and Naval Intelligence abroad, FBI possibly being called in to help in pinches. On the other hand, it is not impossible that the United States may have a separate secret service corps abroad. It will depend on how things turn out during the next few years.

I have found no foundation in official circles for the charge, published in a Washington paper last February, that there is serious thought of trying to extend the secret service pattern to our domestic scene.

When Japan falls, the plan is to "demobilize" a great deal of the information now held in the secret vaults of the wartime intelligence agencies, and to turn it over to the old-line agencies where, in so far as practicable, it will be placed at the disposal of private citizens, including business men.

It should be a rich reservoir.

Opportunity Knocks in Labor Problems

(Continued from page 22)

cool, to be firm but fair, to be sure that its attitude is understood among all employees. It is not uncommon to see such a situation cured by the employees themselves, particularly those with long service, who have a background of fair treatment by the employer.

Concessions don't bring peace

PERHAPS this is the place to observe that an employer's weakness resulting in unjustified concessions has never won permanent good will or industrial peace.

I know of a president, patronizing and paternalistic, who tried to buy industrial peace by constant concession. He gave union leaders more and more power. He handicapped his supervisors by sharing their authority with union stewards. He built a situation in his plant that permitted union discrimination against non-union employees, many of them his oldest in point of service. The result was chaos. If he can stay in business, it will take many years to put his labor relations on a sound business-like basis. His regrettable experiences emphasize some lessons for employers:

1. Weakness, vacillation in meeting issues, and concessions to buy peace invariably end in frustration of management with harm to all parties involved.

This employer hurt the union because he made it easy for its officers to use for selfish destructive purposes the power he readily conceded to them.

He hurt his own loyal employees by consenting to clauses in the contract that permitted discrimination against non-union employees.

He hurt his business because he stymied the authority of his management.

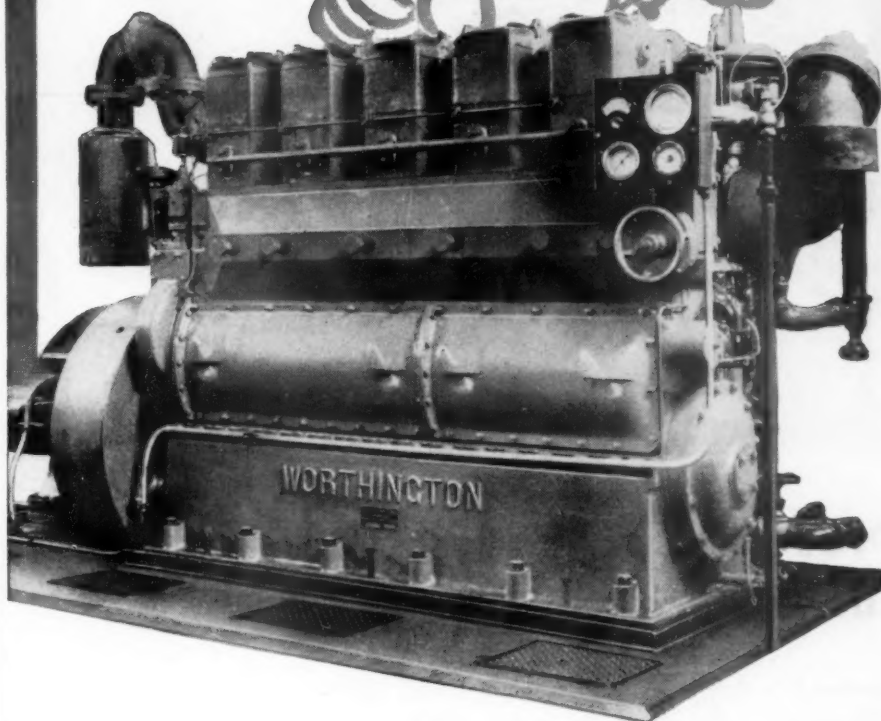
He hurt other industries in his area by the example he set.

His weakness and ineptitude in bargaining benefited no one.

2. Rarely, if ever, is it wise to trade off one union demand for another. Certainly it can be a great temptation to settle two demands by having one withdrawn in conceding the other. It looks like at least a 50 per cent victory. But, although this might be called bargaining, it amounts to trading. Unfortunately, the issue withdrawn is usually right back on the table at the next bargaining meeting. Better to face each issue on its particular merits.

3. The management of a plant cannot be shared with the union. We should be very clear about this. The usual term is management's rights or prerogatives. Both words might well be omitted from the industrial relations vocabulary. Their use raises irrelevant issues because the words do not describe the idea

...it's as quiet
as a
mouse



Burgess Snubbers subdue the loud exhaust of Diesel engines by preventing the noise before it can happen. The fast-moving "slug" of exhaust gas is checked inside the Snubber so that when it finally reaches the atmosphere its noise energy is spent. That is why we say that a Snubber-equipped Diesel is as quiet as a mouse.

Burgess Snubbers are used on all types of internal combustion engines. For example—Diesel propelled marine craft run smoother and quieter when equipped with Burgess Snubbers. Likewise, Burgess Snubbers do a quieting job around industrial plants by preventing exhaust noise disturbance, and they are equally effective in critical locations, such as hospitals, hotels, and office buildings.

THE SNUBBING PRINCIPLE



The chambers in the Snubber act like a series of thin blankets through which a golf ball is driven, gradually slowing down the fast-moving exhaust slugs so they leave the tail-pipe in a smooth, quiet flow.

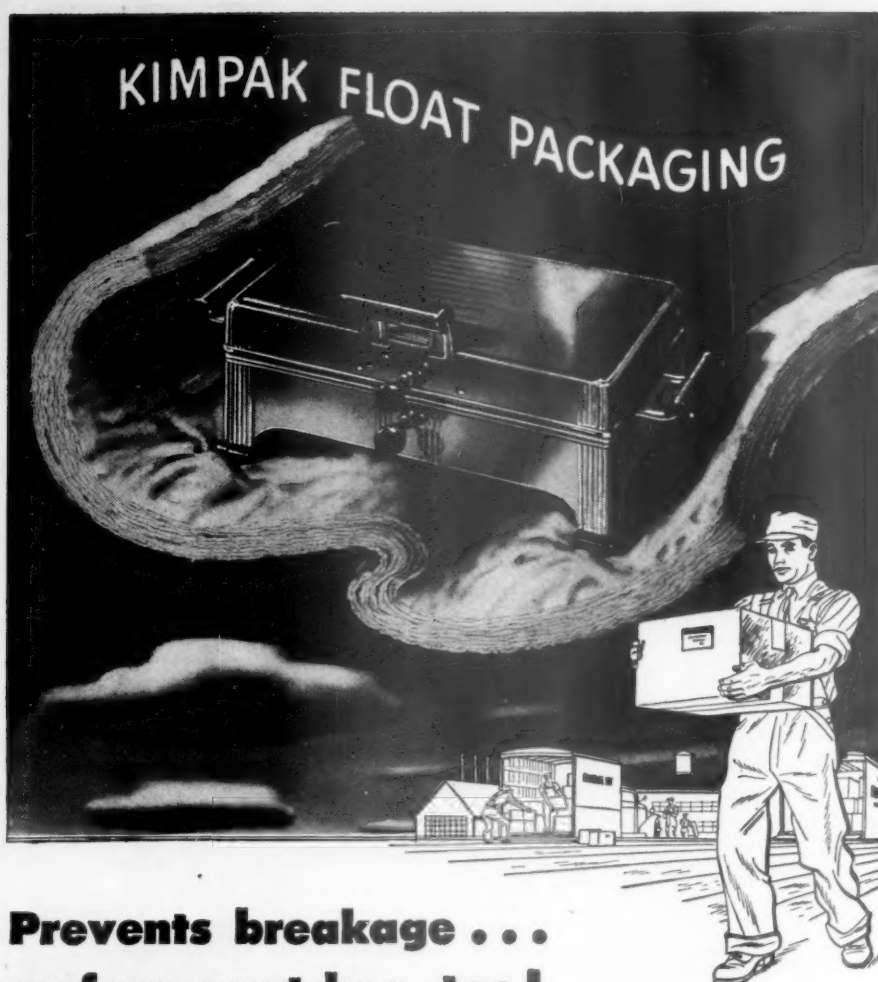
If you want quiet Diesel operation — be sure your Diesels are equipped with Burgess Snubbers. Burgess-Manning Company, Chicago 18, Illinois.

TYPICAL APPLICATION



Four Burgess Snubbers are used on four Cooper-Bessemer engine-driven compressors at this Shell Oil Company plant at Wewoka, Oklahoma.

BURGESS DIESEL EXHAUST SNUBBERS



Prevents breakage . . . surface scratches, too!

Nestled in a fluffy, cloud-soft cushion of KIMPAK*, war materials—from delicate precision instruments to huge bomber wings—are arriving at the battlefronts in fighting condition. After V-J Day, this versatile, resilient creped wadding will receive its honorable discharge, and then KIMPAK will be a boon to peacetime shippers.

As flexible and easy to use as a piece of wrapping paper, KIMPAK Creped Wadding makes possible assembly-line speed in packaging . . . saves time and work in the shipping room. Often cuts freight costs by reducing cubage.

So soft, so clean, so resilient, KIMPAK Creped Wadding prevents mars and scratches as it protects against break-

age. Available in 12 standard types, there is a kind of KIMPAK to meet almost every postwar need.

For a free illustrated booklet on Better Packaging, mail a postcard to Kimberly-Clark Corporation, Creped Wadding Division, Neenah, Wisconsin.

FREE POSTWAR PACKAGING PLAN

In making plans for your postwar product the advice of our packaging representative is yours for the asking. In most cases, he will be able to recommend a war-proved method of float packaging with KIMPAK.

Telephone, write or wire today for the KIMPAK representative.

A PRODUCT OF
**Kimberly
Clark**
RESEARCH

Kimpak

REG. U.S. PAT. OFF. & FOREIGN COUNTRIES

CREPED WADDING

*TRADE MARK

that is really intended. Specifically, management has the responsibility to run the business and it cannot discharge its responsibility by delegating or sharing its power of decision in management matters with another party who can have no responsibility in that sphere.

4. Unmerited favor is not appreciated. This union accepted the gift of power, used it to hamstring the employer and to persecute non-union employees. There is danger in power without responsibility.

5. While it is primarily management's job to cultivate an atmosphere of mutual understanding and good will within the plant, the approach must be through self-respect and mutual respect.

Neither party can be permitted to bludgeon its way to its objective.

Unknown grievances

I KNOW of another president, well liked and popular throughout his organization. His employees respect him. He is fair, firm when necessary, but always agreeable. When, one morning, he was told that his employees had selected a bargaining agency, he was shocked. He could not understand. To him it was a personal reflection on himself. He felt a deep sense of ingratitude. But he bargained and generally the contract incorporated pretty much what had been routine policies in the organization.

Upon reflection, he wondered why his employees had organized. Conditions were about the same as before.

But then grievances arose, and he made this important discovery:

Some of his supervisors had not been carrying out his policies—the same policies that existed both before and after bargaining. He remedied that promptly and firmly. Subsequent operations have continued pleasant. In fact, the bargaining agency seems to have little of importance to discuss.

Your business is different, of course. Whether new or old, large or small, it is not a duplicate of any other. Your organization of people is different.

But, whatever the situation, production, morale and profits are necessarily intermingled in any business. Good industrial relations facilitate production and profits.

Obvious as this may be, so happy a situation, we have learned, does not just happen. Frequently the larger the organization the more difficult it is to attain. For instance: Can you be sure that your supervisors, in their day-to-day relationships on the job, are handling employees the way you intend? Have you trained them to be good supervisors of men? Are they playing favorites? Do they conscientiously carry out the policies that the company has established? When you sit down to bargain, have you occasionally discovered that some apparently unnecessary demand by the union had its inception in the failure of a supervisor to act as the



Tires wear rayon to beat the heat!

HEAT . . . friction heat . . . is a tire's worst enemy. It eats up rubber . . . weakens construction . . . causes tires to bruise easily, often to blow out.

Lowering the temperature of a tire by only a few degrees means a marked improvement in tire performance. A rayon-cord tire will naturally run cooler by approximately ten degrees . . . in tires of equal thickness. Moreover, a rayon-cord tire requires less rubber for comparable service. Since less rubber means cooler running, rayon cord achieves an even further reduction in tire heat.

This ability to run cooler is one of the scientific reasons why rayon-cord tires give longer life, greater mileage, and increased safety.

When peacetime production resumes, these benefits will no longer be confined to essential wartime needs . . . but will be available to all.

The American Viscose Corporation and its program of continuous research have played a major role in developing and producing the high tenacity rayon yarn that makes these better tires possible.

AMERICAN VISCOSE CORPORATION

America's largest producer of rayon yarns and staple fibers

Sales Offices: 350 Fifth Avenue, New York 1; Providence, R. I.; Charlotte, N. C.; Philadelphia, Pa.

Plants at: Marcus Hook, Pa.; Roanoke, Va.; Parkersburg, W. Va.; Lewistown, Pa.; Meadville, Pa.; Nitro, W. Va.; Front Royal, Va.

*Reg. U. S. Pat. Off.

*A better way to
buy Rayon Fabrics*



This identification is awarded only to fabrics containing CROWN* rayon, after they have passed the CROWN Tests for serviceability.



It takes precision to make history

THE EARLY LOCKSMITH painstakingly produced by hand his mechanisms for protection of life and property. His craftsmanship made history with keys and locks that fitted so precisely that they were among the marvels of that age.

It takes a much higher degree of precision to make today's industrial history with Taps, Hobs, Gages, and Special Threading Tools of the undeviating quality maintained by Detroit Tap & Tool Co. Their unerring precision has played a big part in America's phenomenal production record. The craftsmen of Detroit Tap & Tool Co. are ready today to produce for American industry equipment of hair-breadth precision to meet the higher requirements of peacetime products for tomorrow's better living.

BRING TOMORROW'S GAGING AND THREADING PROBLEMS TO US TODAY. For your free copy of "Threads of Destiny," a comprehensive new booklet on the development of the machine screw thread, write today on your company letterhead.



DETROIT
TAP & TOOL CO.

8432 BUTLER AVENUE • DETROIT 11, MICHIGAN

GROUND TAPS • GROUND THREAD HOBBS • THREAD GAGES • SPECIAL THREADING TOOLS AND GAGES

company policy required? I have seen companies go to the extreme of inserting clauses in contracts, designed to precipitate a grievance if supervisors failed to follow the contract, only for the purpose of getting assurance of supervisory compliance with the company policy.

Production and morale, too

PERHAPS we assume too much. One of the great lessons of the war in the field of production is that supervisors should be not just production men, but men who understand the technique of constructive human relations on the job.

More and more it has been recognized that handling people intelligently is an integral requirement in the field of production. Hence the growing recognition of supervisory training to develop smoother relationships among men on the job. This will be as important in peace as it has been in war, if we are to overlook no tool to avoid misunderstanding and strife.

Governmental settlement of labor disputes cannot be the answer. In war or in peace, no governmental settlement of a labor dispute can have a fraction of the beneficial effect in your plant that you achieve through your own independent settlement patterned to the peculiar conditions that surround your place of business. Even if you win your case before the War Labor Board, you don't necessarily improve the attitude within your plant. Your very victory may work the other way. Men are human and defeat can be bitter medicine. Better to settle the dispute before the Government gets it, if you can. Best of all, avoid disputes by alertness in curing conditions that lead to disputes.

Today we make tomorrow's world. The things we do today, not some hoped-for panacea, spell out the conditions we will face tomorrow.

Surely the country needs a better so-called national labor policy. Improvements in laws—probably fewer but fairer laws—are indicated. Undoubtedly great needs still exist under our present set-up for the fair and peaceful settlement of labor disputes. A code of principles, well implemented by specific rules of application and thoroughly respected in application, would help all around.

Even if we had all of these, and probably we shall eventually attain some of them, not one nor all of them could ever satisfy completely the human needs in your plant. We might be like an army with a manual of regulations but without *esprit de corps*.

Here, it seems to me, lies one secret of good management technique in industrial relations.

Don't wait for some over-all happening in the national industrial relations scene to cure a situation in your plant. Build daily in your plant the best attitudes of understanding, fairly but firmly. Then, if there be a change for the better nationally, you will benefit. If no change occurs, you will still be better off. You can't lose.

West Virginia

MINERAL TREASURE CHEST...

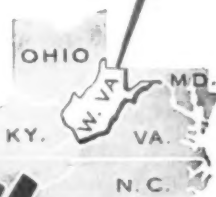
The immense storehouse of all-purpose bituminous coal and the many other natural resources of West Virginia have been a vital factor in our Nation's war effort. Yet, the full potentialities of this productive state can be realized only in times of peace. West Virginia welcomes new industry and men with vision who look forward to the increasingly important role this State is destined to play in the industrial future of America.

Clarence W. Meadows

Clarence W. Meadows
Governor of West Virginia



West Virginia is justly proud of her historical importance, as well as her mineral wealth. Through her valleys and over her hills and mountains wound the Indian trails which were used by America's pioneers. West Virginia's Freeman defended the "back door" of the embryonic United States during the American Revolution.



**Norfolk
and Western
RAILWAY**

PRECISION TRANSPORTATION

Top ranking producer of all the United States, more than one-fourth of the Nation's total output of bituminous coal is mined in West Virginia — "Treasure Chest" in the Appalachians and gateway to the West. Natural gas, oil, brines, limestone, water and forest products are available in quantity.

West Virginia is attractive to the chemical industry, to manufacturers of glass, glassware, iron and steel. Well-located sites for new industry are available. The rugged beauty of her mountains, living conditions and recreation facilities are compelling assets of the state.

A pioneer that blazed a steel trail across this empire of Fuel Satisfaction, Norfolk and Western main line rails today span southern West Virginia from border to border, and connect the state with the Eastern Seaboard at the great Port of Norfolk, Va., and with the Middle West at Cincinnati and Columbus, Ohio. Other lines provide fast, efficient service to the North and the South.

With West Virginia, the Norfolk and Western looks forward to the postwar years of greater opportunity, steady development, and new progress in the state. For accurate data on this vigorous Commonwealth, write: Industrial and Agricultural Department, Norfolk and Western Railway, Roanoke 17, Va.



Green Pastures for Flood Waters

By HERBERT COREY

WATER is our most dangerous enemy. Our best friend, too. We could not live without it. But we cannot live with it unless we control it.

Consider the indictment:

It is polluted, and our cities spend huge sums to purify it. It strips away our land and we starve. The annual cost of floods washes neck-deep over the annual cost of fires. Because it is not controlled, the water-table goes lower each year. So our trees die and our crops fail. We build huge dams as protection against the floods and the penned up water covers more arable land than would have been swept by the flood water. If it is not controlled, mosquitoes from its swamp borders carry malaria and fever to us. We irrigate new districts at tremendous cost and then find we have only forced old districts out of production. Acre for acre.

We fool with nature's balance and a seepage flood makes fine farming land



GOODMAN

ALTHOUGH water is a natural resource that normally replenishes itself, man can make replenishment difficult. In this country we are doing it. The chance that America may become a desert is remote but present. Proper practices could make it impossible

sour and useless. We spend hundreds of millions of dollars on power plants in the effort to make a profit from the water-power that is running away to the sea. The general taxpayer stands the cost. Then he finds that the new and non-tax-paying power is destroying the privately owned taxpayers. We slip back mentally into the canal boat daze and at great cost set up navigation projects complete with lock-keepers, oblivious to the fact that the modern world demands high speed in freight transport.

We plow up grasslands that should have been kept intact as a holding ground for water. A drought dries up a

dozen states, blackens the skies with dust for 1,000 miles, ruins innumerable farmers, upsets politics, and makes a world disaster worse. We plate our river banks with asphalt and riprap them with saplings and the rivers run faster. We throw up levees and the river tears them out. We build dams. The streams silt up behind them and, where clear water once ran, is a sheet of top-crackling mud in which geese and ducks die, sportsmen lose nice, clean fun and the shotgun and fishing tackle business goes to pot.

These things are known to so many people that it might be said they are known to everyone. It is a rare issue of

the *Congressional Record* that does not include a reference to the water control problem, and the *Record* is the sounding board of the people. Newspapers, magazines, governors and groups thump away at it. For the most part they might as well be coughing into a barrel, because they are missing the heart of the problem:

Water must be controlled all the way from source to mouth.

This may be done by a federal corporation as in the case of TVA. Then governors, mayors and other local officials must lose a certain amount of authority. It can be done by state authorities or compacts between states with or without federal collaboration. But it must be done.

Then we can have more TVA's, if we want them; or Columbia River dams. We can irrigate more acres; or float more river steamers.

We can use the controlled water in whatever way seems safe and profitable. We can progress a step at a time, if that seems advisable, or slosh in billions under hurry-up orders. But some decision

Complete, simplified system of payroll and cost accounting now available to business

Effecting new economies in the three phases of labor accounting.

- (1) Payroll preparation.
- (2) Producing all the necessary payroll records . . . employee's check or envelope, earnings statement, earnings record, and the payroll journal.
- (3) Distribution of labor costs.

Any business, large or small, whatever its nature, will profit from National's simplified, yet *complete* system of payroll and cost accounting.

It will enable you to get your payroll out faster. It will provide complete and accurate information on the distribution of material and labor costs. It will save you money. It will free needed clerical help for other important jobs. You'll find it completely flexible, quickly adaptable.

National's staff of accounting specialists developed this new system after months of study of existing methods—their strengths and weaknesses. Many firms have already adopted it.

Here, for example, is what the National Industrial Payroll and Cost Accounting System is doing for one manufacturer:*

- 1 Eliminates the rating of 30,000 job tickets each week.
- 2 Eliminates the extension (Hours X Rate) of the 30,000 job tickets each week.
- 3 Eliminates checking the Rating and Extension of the 30,000 job tickets each week.

This is only a part of what the National Industrial System has accomplished for this firm.

The application of this procedure to your Company's requirements may result in attractive savings.

Full information on this system is available to your firm without obligation. Simply call your local National representative or write the National Cash Register Company, Dayton 9, Ohio.

*Name on request

National

CASH REGISTERS • ADDING MACHINES
ACCOUNTING - BOOKKEEPING MACHINES

THE NATIONAL CASH REGISTER CO.

must be made. We can have millions of kilowatt hours at the cost of the taxpayer or we can have privately owned companies which will pay taxes.

At present we are just dawdling.

Let's get at the source

WE ARE tackling the water-control problem wrong-end-to. We are turning the spigot in the kitchen on and off. We have not yet realized that we must control the water at the source. Presently there may be no water at all in some areas and that play at the spigot would suggest a monkeyshine by the Marx Brothers. Or there might be so much pressure that the spigot would blow out.

Farmers are learning. They go in for subsurface plowing and so hold snow- and rainwater on the land. They raise cover crops instead of washaway gullies. Scientists find new cover crops. No human method can prevent a flood—even the Indians were occasionally washed out—but floods can be tapered down, diverted and controlled. The land is protected, wells are again full of water, roads are safe to travel on.

This is—perhaps—the biggest problem that confronts us today. We can get along without using intelligence for a little while longer, but sooner or later we must face the facts. Water can be controlled.

The job of controlling it may be as costly as a small war. It will touch every township and every hillside in every state. Water can be held back, let out, backed up, harnessed. It can be forbidden to let itself go in for devilry. It

will irrigate, provide power, stop dust storms, fill bird baths.

But, if it is not ultimately controlled, this country will be in for big trouble.

In 1935 a committee was named to diagnose our national water troubles and prescribe cures. A result of that committee's labors was the printing of the booklet, "Little Rivers," by the Interior Department. It was clearly pointed out that, by cutting down our forests, we were drying out the subsoils. Our neglect of farming land let the rains wash away the topsoil. (Ask H. H. Bennett, chief of our Soil Conservation Service about that. By teaching farmers to dam up gullies and plant forage crops on sloping fields he has saved hundreds of thousands of acres to us. Each acre saved means less silt washed down river. Then dried-up wells again hold water, cattle grow fat again on green grass.)

"Little Rivers" produced a kind of a mute sensation with the people who had begun to realize that our failure to control water was, in fact, a form of national ruin. No one denied the truth of the statements.

The National Resources Committee reasserted the same facts in ponderous and highly scientific tomes. There was a prospect that, between 1928 and 1934, the nation might have been awakened to the facts of the situation. To recapitulate:

1. If we do not control our water it will certainly do the country infinite harm.

2. Power dams, flood control and nav-

igation projects are often unnecessary and generally unprofitable.

3. Our runaway waters must be conserved at the source.

4. Once controlled the waters may be employed in any way that seems desirable; for power, floods, navigation, irrigation, city use, wild life protection.

5. But, if we get the cart before the horse, we will have in the future a condition that may end in an upset.

Control is essential

THE National Resources Committee pointed out that there are nine great watersheds on the continent and 45 drainage basins. Federal and state observation stations have produced an incomplete but provocative volume of data on rainfall, snow, evaporation, run-off, soil erosion, pollution, forest coverage, overgrazing, conflicting state and federal laws, wild life, flood management, and power possibilities. The Army's Engineer Corps—the finest body of engineers in the world—examined typical watersheds. The various examinations at least pointed out what must be done.

Water must be controlled wherever it runs. Erosion and gullying must be controlled. Proper foresting methods will ensure a mulch that will put an end to the little floods in the little waters. Streams must be shackled by dams. Farmers must be forbidden to use slack methods that encourage trouble. Contour plowing helps. No one denies, or



Water must be controlled at the source, or left to run off washing valuable topsoil with it.

Here terraced drainage and contour plowing make a field that does not help start floods

ever has denied, these facts. Because of the immediate, frightening necessity we have been trying to stop the floods in their courses instead of dealing with the causes that contribute to floods. Just as we were beginning to see the problem, an incident occurred that could only take place in a democracy.

George W. Norris years earlier had been elected to the House from Nebraska. He was an honest, high-powered, well liked man, with a dash of the fanatic and a total inability to comprehend what the other fellow was saying. He was snubbed by Uncle Joe Cannon, laughed at, supported by his people, sent to the Senate and found himself in need of a Cause. He discovered a first rate Menace in the growing network of electric lines, named them "The Octopus," and went to battle. He was unable to see that efficiency and the ultimate lowering of costs were inseparably linked to a coordination of operations by the producers. Rates were high and service poor in those pioneer days.

His campaigns resulted in a shifting of emphasis in our national dealings with the water problem.

We began to think first of the end products of water control—electrical power, political power, defense against floods, irrigation, reclamation, navigation.

They were sensational. They offered federal spending money for every district. The total cost of TVA has now reached \$750,000,000, every cent from the pocket of the general taxpayer. No one should expect the inhabitants of the area to complain about this shower of manna. Broadly speaking, they went

out with their buckets, caught it and carried it home.

They paid off in votes, not only in the Valley but everywhere else. Men who sincerely wished to do something for their fellow men were attracted. They promised electric lights in every cow stable and an electric oven in every kitchen.

Arthur E. Morgan was one of these ardent spirits. He had raised Antioch College in Ohio from a forgotten school in a backwater to a bright light for educators. He was first chairman of TVA.

TVA claimed all credit

MOST of us have forgotten that the seven states had always been prosperous. They had built up their prosperity by the labor of men and women who paid their own costs and their own taxes. Various government agencies were helping them redeem some of the mistakes. TVA claimed credit for this as well as for what TVA itself did.

Morgan had been an eminent hydraulic engineer and his system of low dams in the Miami River in Ohio—all kept empty between floods—had made that rampagous stream behave. It cost Miami Valley residents \$33,000,000, according to Congressman R. F. Jones, and the interest cost will double that sum. The big dipper was not then being used on the federal treasury. No one had more than thought of it.

Low dams will hold flood water, but they will not provide power. A high dam will provide power but cannot hold flood water.

This old straw is being threshed because Congress is now considering a

Look into
COLORADO SPRINGS
as a Location
for Your Plant



GET THE FACTS about Colorado Springs as a city where industries find it to their advantage to locate.

Low taxes. Utility rates among nation's lowest. Skilled labor of pioneer Western stock, loyal and efficient. Easy access to basic metals and raw materials. Fast transportation facilities to all parts of America.

Center of rich, rapidly expanding postwar market. Abundant water from snowsheds of Pikes Peak, so pure it is used in storage batteries. Average 310 sunshiny days a year—no depressing hot spells; mild, open winters with little snow, wind, fog. Excellent housing and living conditions.

Plan now for postwar Western business—plan to live while you work. Get the facts about Colorado Springs.

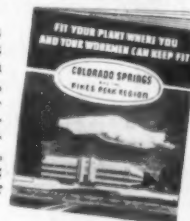
AIRCRAFT MECHANICS

Located in Colorado Springs since its beginning, Aircraft Mechanics serves more than 50 major aircraft manufacturing companies with precision engineered structural assemblies and steel forgings.



SEND FOR THIS FREE BOOK

Gives you facts and figures about Colorado Springs and the Pikes Peak Region—low costs for fuel, power, light, taxes—detailed information on natural resources, transportation facilities, housing, climate, many other interesting facts. Mail coupon for your copy now.



Colorado Springs
MANITOU SPRINGS and the
PIKES PEAK REGION

COLORADO SPRINGS CHAMBER OF COMMERCE
131 Pikes Peak Ave., Colorado Springs, Colorado
Please send me 24-page illustrated booklet, "Fit Your Plant Where You and Your Workmen Can Keep Fit."

NAME _____

ADDRESS _____

AMERICA'S FINEST YEAR 'ROUND CLIMATE



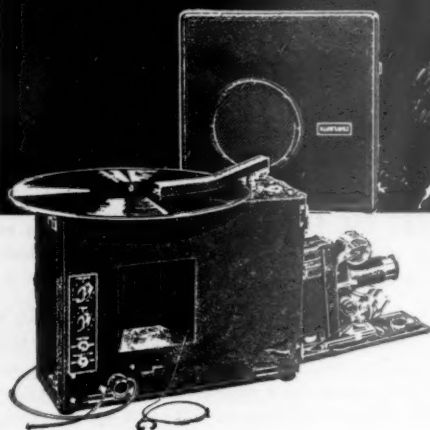
SOIL CONSERVATION SERVICE

The dry lands have flash floods when rain comes. Here lister plowing holds the water until it can soak into the ground

The One Best Way

For a 2-Way Task

ILLUSTRAVOX
TELLS and SELLS
THEM



In all types of training Illustravox sound slidefilm equipment is the most effective . . . the least expensive.

In introducing new products Illustravox reaches salesmen, distributors and potential buyers, telling your story in attention-arresting pictures and spoken words.

ILLUSTRAVOX is the scientific training method . . . a portable, inexpensive sound slidefilm projector using records and slidefilm to present your exact and perfected training message in authoritative pictures and spoken words.

Cuts Training Time

●● *Already field-tested and proved before the war by leading industrial concerns, Illustravox efficiency was further proved in military training programs. Accelerated courses were cut from as much*

as six months to six weeks!

Trainees remembered up to 25% longer than under former training methods. Over 75% of all sound slidefilm equipment now

in use is Illustravox.



Compact—easy to carry

Complete Coverage

●● In introducing new products, as in training, Illustravox saves vital man-hours. With Illustravox presentation your story can be told everywhere at the same time . . . always the same . . . always accurate.

●● Commercial film producers are experienced in the writing and production of film and recordings for use with Illustravox. You will also find the Illustravox booklet, "The Illustrated Voice" helpful in planning your postwar training program. Write for it today. The Magnavox Company, Illustravox Division . . . Department NB-8 . . .

Fort Wayne 4, Indiana.



ILLUSTRAVOX

THE ILLUSTRATED VOICE

Magnavox

DIVISION OF THE COMPANY • FT. WAYNE

MAKERS OF FINE RADIO-PHONOGRAPHS

bill for the creation of seven other regional authorities like TVA. Billions of money are involved.

So far as can be learned they all plan to utilize water for power, flood control, irrigation, navigation and the like. No criticism of the aims is even remotely suggested. All are good.

But not one of these proposed projects attacks the control of water at the farthest upstream source, where the farmer works with his shovel; or halting deforestation and so holding the water from running away; or checking erosion or planting forage crops or forbidding overgrazing; or using the domestic means of controlling our dangerous waters.

As innumerable students of the problem have pointed out, a unified program must be set up to meet the varying conditions. The federal power must be exerted in some places as in the campaign to hold the Mississippi River inside its banks.

In others the states must, either at their own cost or in cooperation with the federal Government, control their local waters. Elsewhere residents must follow the notable example of the Miami Conservancy District.

Such a unified program would comply with earlier American political practice and tradition. It would cost immense sums. In the end it would—on the authority of the specialist—save the land, forests and waters of the nine watersheds and 45 drainage districts identified by the National Resources Committee.

Federal or local control?

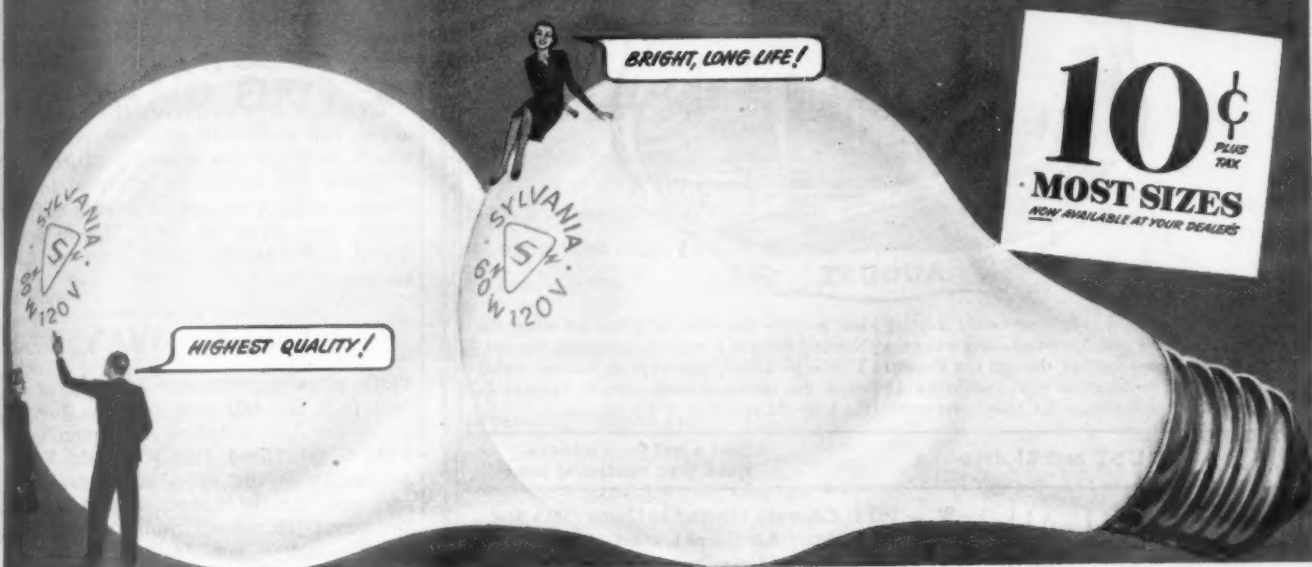
IF the TVA plan is followed it will mean federal control of the nine and 45, which comprises about all the land there is in the United States. The authority of the states, cities and counties would of necessity be interfered with. It is unlikely that this authority would be vigorously asserted in defiance of the flood of money pouring in from the federal treasury. A recent visitor to the TVA country reported this attitude among many of the beneficiaries:

"Lots of things we don't like about TVA. We have to do what Dave Lienthal tells us. But as long as federal money keeps coming in we're not likely to kick."

Not every one in the TVA country takes this attitude. Congressman A. J. May, of the seventh Kentucky District, for 16 years chairman of the Military Affairs Committee of the House, said to a Senate subcommittee:

"TVA has created a flood menace; as a soil conservation project it has done more harm than it can possibly undo; it is wastefully duplicating the functions of other highly efficient federal agencies; it is antisocial because its evil effects outweigh any social program or reform it professes to have promoted; as a power project it runs a chronic deficit in spite of alleged paper profits, its subsidized industrial power rates have

LIGHT UP YOUR LIFE!



10¢
PLUS
TAX
MOST SIZES
NOW AVAILABLE AT YOUR DEALERS

SYLVANIA OFFERS YOU LIGHT AT ITS BEST!

Don't be in the dark about light!
Know how much faster you can
work, how much better you play,
how much more completely you

relax when the light's right. Check
illumination at home and office.
Get rid of inadequate bulbs, and
enjoy Sylvania's better, more
dependable, longer-lasting light.
Sylvania bulbs and fluorescent
lamps cost no more than the
ordinary kind!

INTERESTING BOOKLET FREE!

Yours for the asking,
Sylvania's Survey Booklet
—"They Know What They
Want"—gives you a new
idea of what people want
in home lighting, radio,
television and electronic
devices. Write Dept. 598
at address below.



LAST WORD IN LIGHT!



SYLVANIA ELECTRIC

Executive Offices: 500 Fifth Avenue, New York 18, N. Y.

MAKERS OF THE WORLD-FAMOUS SYLVANIA RADIO TUBES

INSURANCE CALENDAR



On August 3, 1914, interoceanic shipping rates came in for extensive overhauling when the first ocean steamer passed through the Panama Canal. Much earlier than this—earlier by 48 years, in fact—the stage for today's extremely

low property insurance rates was set when the National Board of Fire Underwriters was founded. This organization, sponsored by leading capital stock fire insurance companies, is dedicated to the scientific reduction of fire hazards.

1945—AUGUST hath 31 days

"Save a seat for a soldier—
spend your vacation at home!"

ASTRONOMICAL CALCULATIONS

EASTERN STANDARD TIME

AUG.	Latitude +30°		Latitude +35°	
	SUNRISE	SUNSET	SUNRISE	SUNSET
1	5:19	6:53	5:09	7:03
6	5:21	6:49	5:13	6:59
11	5:24	6:45	5:16	6:54
16	5:27	6:41	5:20	6:48
21	5:30	6:36	5:24	6:42
26	5:33	6:30	5:28	6:36
31	5:36	6:25	5:31	6:29

AUG.	Latitude +40°		Latitude +45°	
	SUNRISE	SUNSET	SUNRISE	SUNSET
1	4:58	7:14	4:44	7:28
6	5:02	7:09	4:50	7:21
11	5:07	7:03	4:56	7:13
16	5:12	6:56	5:02	7:06
21	5:16	6:49	5:08	6:57
26	5:21	6:42	5:13	6:49
31	5:26	6:34	5:19	6:40

AUG.	Latitude +30°		Latitude +40°	
	MOON-RISE	MOON-SET	MOON-RISE	MOON-SET
1		1:07		1:22
3	1:06	3:15	12:43	3:42
5	2:50	5:15	2:23	5:43
7	4:49	6:54	4:23	7:17
9	6:47	8:10	6:31	8:23
11	8:37	9:14	8:32	9:17
13	10:23	10:15	10:29	10:06
15	12:09	11:20	12:25	11:02
17	2:00		2:24	
19	3:52	1:26	4:19	12:58
21	5:36	3:18	6:00	2:52
23	7:06	5:28	7:20	5:09
25	8:24	7:41	8:26	7:35
27	9:40	9:53	9:29	10:01
29	11:05	12:05	10:43	12:25
31	2:12	2:40

To obtain local times of sunrise and sunset: for longitudes other than the standard time meridians (i.e., 75°, 90°, 105°, and 120° for Eastern, Central, Mountain, and Pacific Standard Time), decrease the time four minutes for each degree east of the standard meridian, or increase the time four minutes for each degree west of the standard meridian.

OBSERVATION for August: Inasmuch as replacement prices have advanced about

31% in the last four or five years, this is no time to stand pat on property insurance.

MORAL for August: Protect yourself against losses due to shrunken coverage

—see your Agent or Broker today!

PROPERTY INSURANCE
Fire—Automobile—Marine

FIRE ASSOCIATION GROUP

Fire Association of Philadelphia
The Reliance Insurance Company
PHILADELPHIA



Lumbermen's Insurance Company
Philadelphia National Insurance Company
PENNSYLVANIA
SYMBOL OF SECURITY SINCE 1817

proven a disappointment; it is a misbegotten offspring of collectivist thinking; the path of authoritarianism leads to totalitarianism."

Mr. May supported this indictment with a voluminous statement of facts "that have lain in the fine print of congressional hearings for years and have been obscured by the flood of propaganda that has emanated from TVA headquarters."

TVA has acquired more than a million acres for reservoir purposes, most of which had been crop and pasture land.

Under the authority granted to the President by Congress it seems that he could turn over to TVA the national forest and national park areas in that section.

Seven little TVA's

THIS is of significance in view of the fact that the bill now pending in Congress for the creation of seven other TVA's. Of these the Missouri Valley Authority is the most considerable. It was specifically approved by the late President Roosevelt, and the Budget Bureau asked for \$4,480,000 for "investigation and reconstruction" purposes. The Bureau of Reclamation has at hand \$5,000,000 which can be used, according to Congressman Jensen of the subcommittee on Interior Appropriations, "for development plans in any project they see fit." Mr. Jensen favors the flood control features of the proposed MVA, but has said:

"If I thought this MVA program would finally end up in an authority comparable to that of TVA, which is nothing but an empire within an empire and entirely unnecessary, I would not be so enthusiastic."

"The idea of a group of people like in TVA having authority to spend all the money they please to develop a valley and take all the revenues is undemocratic—dangerous."

Sen. James E. Murray of Montana quoted Jerome Walsh on MVA. Both are friends of the project. The river flows east and south for 2,424 miles, its watershed drains in part nine states and 529,350 square miles, it carries 400,000,000 tons of good earth away to the sea each year, the valley covers one-sixth of the nation's area and has a population of 7,000,000. Floods usually occur twice a year. Mr. Walsh said:

"Very little rain precipitates these floods. Vast sums of public money have been spent in the effort to control them. To date nothing has been accomplished."

He quoted spokesmen for the Corps of Army Engineers:

"To build dams along the Missouri or her tributaries without complementary programs of soil conservation . . . would cause those dams to be completely silted up in 50 years and rendered worthless."

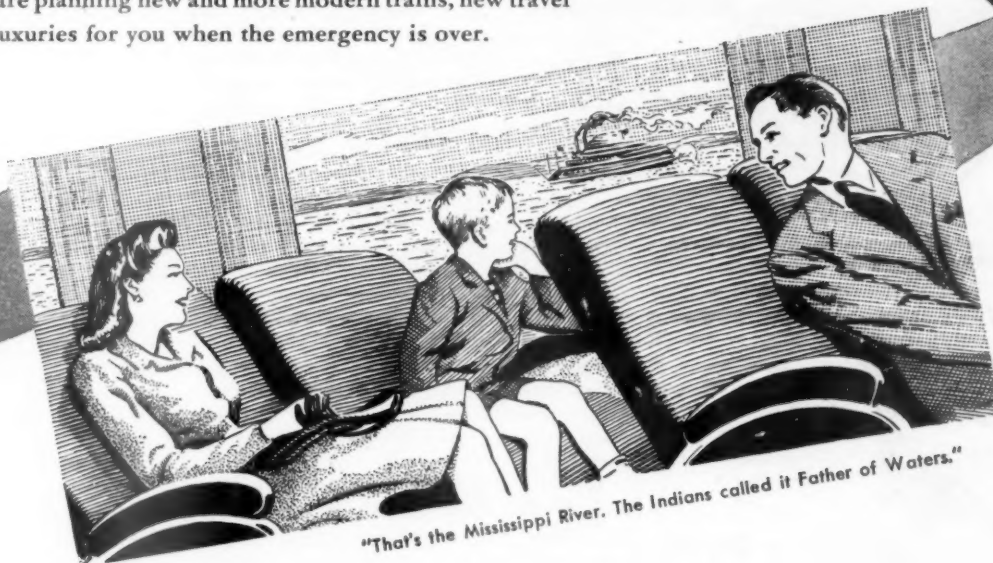
There are six other contemplated regional authorities and every one of them complete with dams. Yet everyone agrees that our runaway water must be controlled. Why not at the source?

"Oh, to take a trip!"

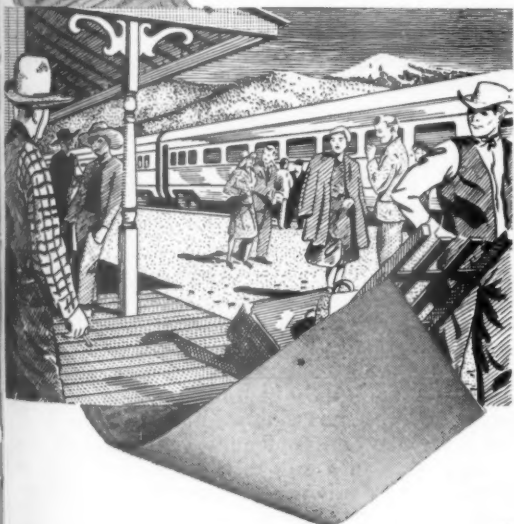
YOU AND FIFTY MILLION OTHERS...

"We're going to Colorado when it's over" . . . "I want to take the children East to see the folks" . . . "How I'd love to go to Cape Cod for a month" . . . "Aunt Helen wants us to visit them in Chicago" . . . "Wouldn't a few weeks in California be great" . . . "Just to go somewhere on a train."

You hear it everywhere—the vast, repressed longing of travel-loving American people. Except for necessary and business trips, most good patriots are staying home, yielding place to soldiers and sailors and the war-busy. But there's no harm in dreaming. And you may be sure that the railroads, performing a gigantic war task so magnificently, are planning new and more modern trains, new travel comforts and luxuries for you when the emergency is over.



"That's the Mississippi River. The Indians called it Father of Waters."



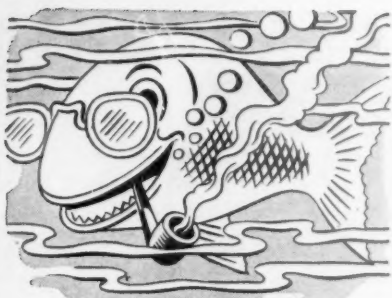
"I'd forgotten how high the mountains are."

Budd, originator of the modern, stainless steel streamline train, will present still more advanced designs. They will be built of stainless steel—the strongest known structural material used in railway cars. They will embody the latest scientific developments in air-conditioning, lighting, seating and sleeping accommodations. Budd builds entire trains, including reclining chair sleeper-coaches, sleeping cars of all types, diners, tavern, lounge and observation cars. You will see these new Budd-built trains of gleaming stainless steel on the country's most progressive railroads, taking their place with the famous Stainless Fleet which revolutionized railway passenger transportation before the war.

EDWARD G. BUDD MANUFACTURING CO.
PHILADELPHIA DETROIT

Budd

Originators of stainless steel lightweight trains, ALLSTEEL* auto bodies and stainless steel highway truck trailers. Designers and makers of airplane and marine structures. Inventors of the SHOTWELD* system of fabricating hi-tensile steel. *REG. U.S. PAT. OFF.



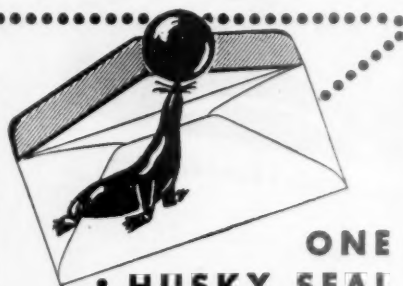
Cool and Mild Country Doctor Pipe Mixture

the pipe smoker's
ECONOMY-LUXURY
25 Extra-pleasureful
pipefuls, for **25¢**



TRY IT TODAY

If your dealer doesn't have it—write Philip Morris & Co. Ltd., Inc., 119 Fifth Ave., N. Y.



*
Tension Bankers Flap Envelopes seal easily and stay sealed even when stuffed to capacity—the wide, high shouldered flap has a gum strip $1\frac{1}{8}$ " wide, sealing to the extreme corners. Use them for important and bulky mail.

TENSION KNOWS HOW

TENSION ENVELOPES

TENSION ENVELOPE CORP.
New York 14, N.Y. St. Louis 3, Mo.*
Minneapolis 15, Minn.*
Des Moines 14, Ia.* Kansas City 8, Mo.*
*Originally Berkowitz Envelope Co.

Adventures in Thinking Ahead

(Continued from page 24)

rooted in those pastures for many years. But it is the small, personal, individual requests which show the virtually unadvertised, hardly-ever-even-talked-about versatility and usefulness of the National Chamber.

President Johnston got a letter from Germany, for instance, on the stationery of the National Socialist Workers party; a little girl wrote for advice as to how she could make money at home; a man from Maryland asked the Chamber where he could find a lie detector; and a bird dealer wanted a list of the states which have restrictions on the importation of parrots, parakeets, finches and love birds.

All of these letters, along with thousands of others, were answered.

Soldier interested in jobs

THE letter from Germany turned out to be from an American sergeant who had adorned it with an arrow pointing to the swastika and the word "kaput." He wanted to know about job opportunities when he got home. The little girl received 500 words of counsel and a suggestion to subscribe to a homecraft magazine. The man who wanted a lie detector was told where he could get one. And the bird dealer waited less than a week for a complete list of the states whose laws interfered with his business.

We quote the last paragraph of the letter to the little girl:

"Best wishes for the success of your home project, and if there is any possible way in which we can be of further help to you, we hope you will let us know."

Her name is Dorothy. She isn't one of the 827,952 Americans who constitute the underlying membership of 2,085 local chambers of commerce and trade associations who belong to the United States Chamber. She isn't counted when the Chamber calculates that its affiliated organizations jumped in the year ending May 31, 1945 from 1,834 to 2,086 or that the underlying membership jumped from 676,794 to 827,952.

The thousands of veterans who inquire about postwar business and job opportunities are not in that number either, but every letter is carefully answered. Positive suggestions are made. When it is considered likely to be helpful, trade associations are asked to put the inquiring service man on their mailing lists so he will be abreast of developments in fields which interest him.

Entirely independent of this helpfulness to veterans, the Chamber's Department of Manufacture last year produced a pamphlet, designed for business men, outlining veterans' rights with respect to the jobs they left behind, and followed it with a series of newsletters called "Jobs For Veterans."

One morning, the War Department

called up and requested permission to reproduce those newsletters for service men overseas. Thus what started out as a helpful gesture to employers eager to smooth the paths of returning veterans bloomed into a world-wide project for the general good.

But it has worked both ways. If service men know what business men are thinking about them and for them, business, through the Chamber, has learned what service men think about business. In the Chamber's filing room is perhaps the only cross-section of service men's opinions on postwar employment and business opportunities.

An astounding number of veterans are not interested in entering existing competitive lines but are aiming at "new" industries which, as yet, are not overcrowded.

One soldier, at least, thinks the diaper service can be expanded and shrewdly calculates the birth rate is likely to rise come peacetime. Another says he's interested in pearl culture and with a little advice can make pearls available to modest pocketbooks everywhere.

Busily seeks information

TO answer their inquiries, the Chamber digs through government reports, consults technical experts, asks questions of scores of trade associations.

Observing these activities, Don Matchan, publisher and editor of the Valley City (N.D.) *Times-Record*, remarked after a tour of the building:

"In case you don't know it, what you've got here is a miniature of the United States Government itself. Every Cabinet post, so far as I can see, has its counterpart in a Chamber committee and a Chamber department."

"It's different from what I thought," he added.

Indeed it is different. The Chamber is different from any other business organization because its roots draw sustenance and power from both industrial and non-industrial areas. It "matches" to large degree the "background complexion" of Congress. There are 157 congressmen from predominantly industrial congressional districts. In these congressional districts, the Chamber has 294 local commercial organizations.

There are 278 congressmen from predominantly non-industrial congressional districts. In these districts, the Chamber has 1,176 local commercial organizations.

Approximately 70 per cent of the local chambers of commerce belonging to the National Chamber are in cities of less than 50,000 population. Commenting on this in a talk to the Missouri Chamber of Commerce last year, President Johnston remarked:

"Some of our towns with husky, robust chambers of commerce don't look big enough on the map to cuss out a

kitten, let alone a cat, but big cities have no monopoly on big ideas."

Regretfully, Mr. Matchan's hosts remembered afterward that they had neglected to tell him that various agencies of the United States Government, which last year spent millions to maintain OWI and other information services, have frequently petitioned the Chamber for information—and those agencies include OWI.

A study of education

BROAD indeed are some of the fields in which the Chamber hunts. Last year, it conducted an exhaustive survey of education in the United States to determine what relationships exist between educational levels and business prosperity. In chart and booklet form, the Committee on Education produced statistics showing a direct connection.

Broad as it is, the Chamber's responsibility has to stop somewhere, but in nothing has it more clearly demonstrated its concern for "the other fellow" and its faith that the welfare of the country depends on the welfare of all than in advocating sweeping expansion of social security benefits.

The Chamber is all-out for all-inclusive social security. It is a jump ahead of everybody else on that score. Social security, the Chamber thinks, can never substitute for productive employment, but national welfare demands a minimum layer of protection against periods of job and income losses that are a natural consequence of the workings of a free, changing society.

The Chamber's mail touching on all angles of government is bulky.

The Department of Governmental Affairs last year answered hundreds of letters about the status of pending legislation; told scores of inquiring citizens how their senators voted; provided or told where to obtain government documents and committee reports.

"Helping out" the Government is a Chamber chore not easy to tell about.

Representing all types of business, the Chamber is able, and is invited, to give experienced guidance to government and congressional officials. Results are often concrete. Little noticed but important changes in top administrative policy, without which business might have been under still greater handicaps, have been the fruit of its labors.

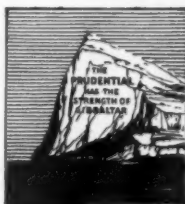
Some of the Chamber's best work along these lines came out of its Finance Department. The path of reconversion may well have been smoothed by the Chamber's persistent effort to effect equitable postwar tax credits to industry. Here again, the thinking was in terms of the general welfare. Industry with funds to reconvert, to expand, means industry with means to employ.

Private business—which most farming most certainly is—took the Government for granted when it said food would win the war and win the peace. Having absorbed that philosophy it cast about to see how it might assist in that desirable double objective. The Cham-

KNOW HIM?

Fathers and heads of families everywhere in the land count the Prudential representative as one of their most helpful friends and make him a welcome caller.

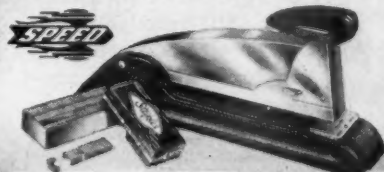
Millions of families
find their security in
Prudential insurance



The **PRUDENTIAL**
INSURANCE COMPANY OF AMERICA
A mutual life insurance company
HOME OFFICE NEWARK, NEW JERSEY



Mechanical simplicity is one of the features which make SPEED Swingline STAPLERS preferred above all others . . . Just swing back the head and drop staples into wide open channel . . . "SPEED" guarantees life-time trouble-free stapling \$1.50-\$5.50.



Ask for GENUINE, 100% ROUND WIRE "SPEED" STAPLES. In original Red, White and Blue carton only. GUARANTEED UNCONDITIONALLY. Precision-made; uniformly perfect alignment; achieve smoother penetration; free from the excess glue that causes machines to clog. GENUINE "SPEED" STAPLES are best for any standard machine!

SPEED PRODUCTS COMPANY
Long Island City 1, N. Y.

Don't Risk
Expense Money!

USE

*American
Express*

**TRAVELERS CHEQUES
FOR BUSINESS TRAVEL**

If these cheques are lost or stolen the loss is refunded. And they're spendable as cash, anywhere. Your signature is the only identification needed. No time limit on their use. Cost only 75¢ per \$100. (Min. 40¢.) Sold at Banks and principal Railway Express Offices.

FOR SALE EXPERIENCE

Nearly fifty years of research, precision manufacturing and practical experience of Morse are ready to serve American industry in reconversion. Devoted entirely to power transmission problems, Morse offers a group of engineer-specialists second to none. This wealth of experience and technical knowledge is for sale in the form of better drives to solve every power transmission problem. Consult your Morse engineer.

SPROCKETS CHAINS FLEXIBLE COUPLINGS CLUTCHES

MORSE *Roller and Silent* CHAINS

MORSE CHAIN COMPANY • ITHACA, N. Y. • DETROIT 8, MICH. • A BORG-WARNER INDUSTRY

THIS *Dustless* BRUSH REDUCES GERM LADEN DUST



Eliminates Sweeping Compound

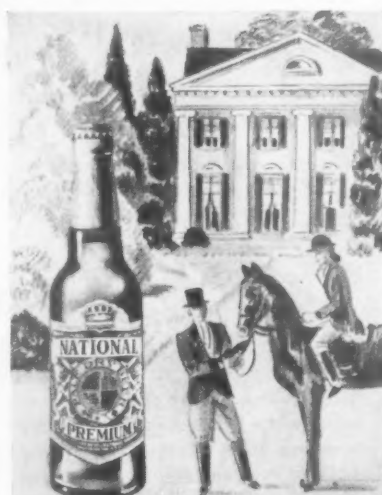
The "Dustless" brush has a reservoir in its back which holds Arbitrin, a scientifically compounded sweeping fluid. The center row of tufts is connected to the reservoir. During the process of sweeping the Arbitrin feeds through these tufts and moistens every particle of dust it contacts. Instead of floating through the air, the dust is converted into the most efficient sweeping compound.

Tests have proved that "Dustless" sweeping reduces the number of bacteria, normally in the air between sweepings, as much as 97 per cent. The "Dustless" brush also cuts labor and material costs in half.

GUARANTEED

Dustless brushes are used in hundreds of offices, factories, schools, institutions and stores. They are unconditionally guaranteed to meet your requirements. Prompt shipment on AA-5 or higher priority rating. Write for styles, sizes and prices today.

M D Milwaukee Dustless
BRUSH COMPANY
528 N. 22nd St., Milwaukee 3, Wis.



A delightful evidence of MARYLAND hospitality, this fine beer is, as one would expect, rather costly but considered well worth the price.

IN LIMITED QUANTITIES
FROM COAST TO COAST

NATIONAL *Premium* BEER

by the
NATIONAL BREWING COMPANY
OF BALTIMORE IN MARYLAND

ber's Agricultural Committee proceeded to point to government policies which have led to shortages. The proof of the soundness of their reasoning became clear this spring in the case of meat especially.

The strength of the Chamber lies in the fact that information and opinions from its 2,086 member organizations are consistently funneled into Washington in a fashion nowhere duplicated. When the Chamber talks, it speaks as the voice of American business, but it talks with the interests of everyone in mind.

Behold the matter of insurance for passengers on Army Transport Command planes and on Navy Air Transport Service planes. Business long ago made it possible for passengers on trains and private airlines to buy trip insurance as easily as they can buy money orders.

Help for insurance

WHY, the Insurance Department of the Chamber wondered, couldn't this system, or a variation, be applied for the benefit of the thousands of citizens—in service and otherwise—aboard ATC and NATS ships?

It obtained confidential information as to the number of passengers so insurance companies could have some basis on which to calculate the risks; it sent the data to all American insurance companies. Bids finally were entered, and the contract was awarded.

ATC passengers today can buy trip insurance at any port in the world. Meanwhile the Chamber's Insurance Department has laid the groundwork for advertising American insurance throughout the world.

The Chamber is strong for an expanded foreign trade in all lines.

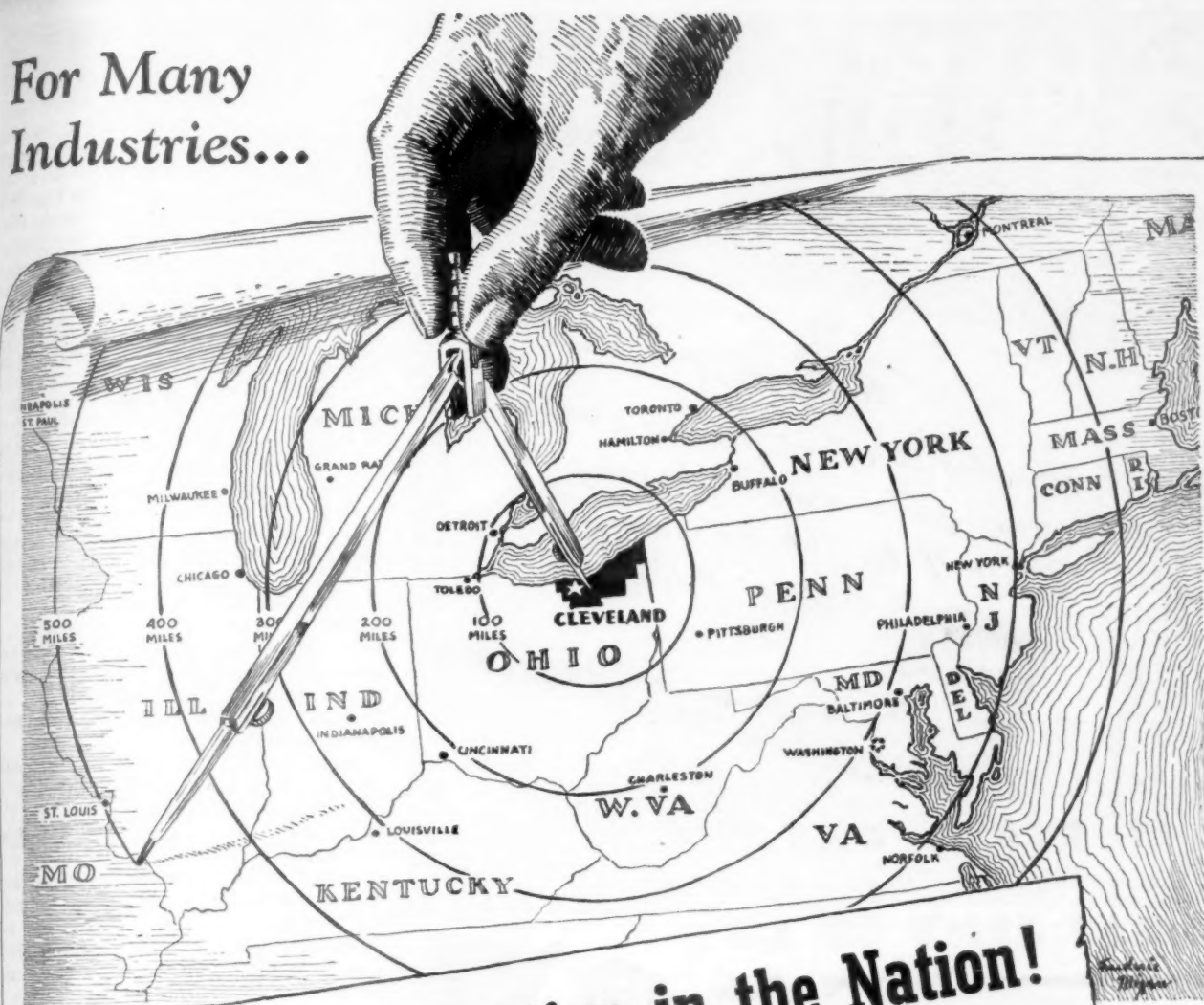
In the fall of '44, the Chamber joined hands with other sponsors in the International Business Conference at Rye, N. Y., which explored the problems connected with foreign trade revival after victory. The Chamber's policy insists that greater production and wider distribution of goods at lower prices to all peoples of the world will improve the level of world prosperity essential for lasting peace.

Many a Chamber idea, once planted in Congress, takes root. For example, there is the bill before Congress which would restore the Federal Home Loan Bank Board and the Federal Housing Administration to their prewar status in the Federal Loan Agency. This is something the construction industry wants and needs, and the promise for fulfillment is bright.

The Chamber's contributions to the problems of Congress—because nowhere else can Congress discover what business really needs—are, on occasion, rapidly promulgated. Like this one:

The Chamber was convinced there should be a construction division in the Bureau of Foreign and Domestic Commerce in the U. S. Department of Commerce. A delegation called on the Secretary to suggest it. The Department has

For Many Industries...



The Best Location in the Nation!

CLEVELAND AND NORTHEAST OHIO is by far the best place in the nation for many kinds of industries to expand, or to build new plants.

Here you will find a unique combination of essentials to successful production and distribution. Among the more important are:

- central location in respect to major markets
- ideal center for management
- superlative transportation by land, water and air
- adequate electric power at low rates
- plenty of manpower with the know-how
- basic materials right at hand
- many producers of parts, materials and supplies
- ample financial service
- numerous business and industrial services
- favorable tax structure—no state income tax

- diversified industries to supply and to be supplied
- unlimited fresh water supply
- desirable plants and plant sites
- excellent living and cultural environment

SEND FOR NEW BROCHURE. We tell more about Cleveland and Northeast Ohio's many superior industrial assets in an up-to-the-minute brochure, "The Best Location in the Nation for Many Industries". We will be glad to send you a copy upon request.

USE THIS SERVICE. We are prepared to provide our complete, confidential *location engineering service* without charge to managements of companies who are considering expansion.

Call, write or wire Industrial Development Division, R. C. Hinton, Director

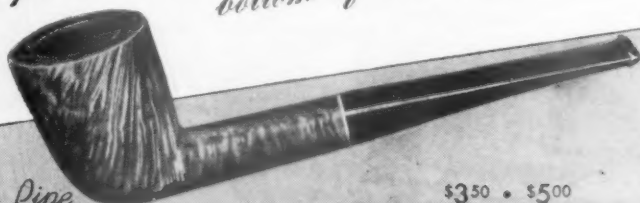
THE CLEVELAND ELECTRIC ILLUMINATING COMPANY
74 PUBLIC SQUARE • CHerry 4200 • CLEVELAND 1, OHIO

WATCH FOR THE

Hollycourt

COMING BACK ANNOUNCEMENT

*Hollycourt
returning in all its pre-war quality,
invites you soon again to enjoy the
pipe with the patented groove in the
bottom of the bowl*



The Miracle Pipe

\$3.50 • \$5.00
\$10.00

IT STAYS DRY

FASHIONED BY M. LINKMAN & CO., CHICAGO 14, ILL.



PLAN
NOW
TO
REFURNISH WITH



STYLE-MASTER STEEL

Desks and Files. "Y and E" Steel Office Equipment is the latest in Design, Color (Neutra-Tone Warm Gray) and functional efficiency. Plan Now! Send for the New Color Brochure #4368.

FOREMOST FOR MORE THAN SIXTY YEARS

YAWMAN AND FRBE MFG. CO.

1043 JAY STREET, ROCHESTER 3, N. Y.

*Mellow
YET
MANLY!*

THE
SPIRIT
OF THE
SOUTH

**SWANEE
PRIDE
Liqueur**



Swanee Pride
Manhattan

50% SWANEE PRIDE
50% DRY VERMOUTH
DASH BITTERS, ICE,
SHAKE & STRAIN

DELICIOUS
STRAIGHT OR MIXED



M.S. WALKER, Inc. BOSTON, MASS.

asked for a deficiency appropriation to establish that division.

The sound theory behind this Chamber idea is to have a government division with which responsible builders can work so that they won't—as the manager of the Construction and Civic Development Department of the Chamber puts it—"be caught as we were in 1932. Anybody at that time could rush in with a crackpot construction idea in the name of curing the depression, and it would be accepted because there were no sound plans already laid."

An unfortunate thing which came up last year was a proposal to get away from the proven system of the state and federal Government sharing 50-50 in the cost of building highways and to increase the federal Government's share to 75 per cent. The argument was advanced that the states could afford no more than a quarter-share which Chamber figures readily prove is nonsense. Most states are in better financial shape than the federal Government.

The vice of the too-heavy federal aid idea—more than 50 per cent—with respect to both highways and airports is that Washington becomes king pin, although affairs always are managed better on a local basis.

As early as August, '43, the Chamber saw headaches hatching in the way of international transport problems. Up came a committee, composed of men in the shipping business, shipbuilders, airline operators, airplane builders, and men interested in foreign trade no matter how carried. That committee's report, after 20 months, "stands up," with nothing suggested from any quarter by way of addition or subtraction.

The strength of the National Chamber is the strength of the communities and the industries and organizations from which it draws its members. It is fundamental in Chamber policy that the communities must be kept strong. The Chamber resists any threat of community submergence within the growing shadow of the state.

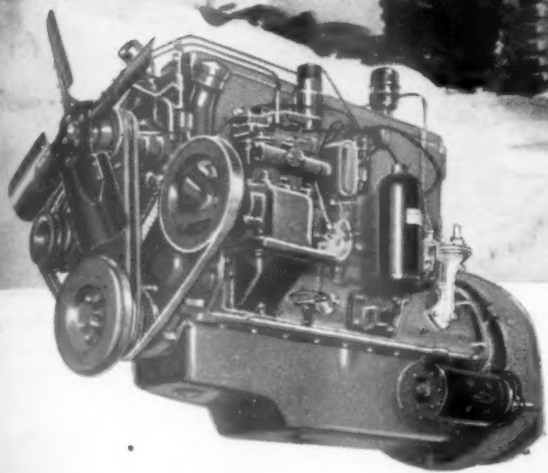
In a recent address, General Manager Bradford dwelt on that:

"When the war is over, we will go back to the small things that loom and ought to loom large in our lives—to the growth and health and beauty of the towns and to the happiness, prosperity, comfort and contentment of those in the homes. My concern is that we turn our gaze inward and homeward and away from Washington; that we return to the spirit of local independence and individual self-reliance that have made us great; that we rebuild and revivify and strengthen our local institutions and our local organizations that they may face the problems of the future upon the local basis—which finally is the basis of freedom and safety."

Perhaps it is significant of the Chamber's broad interest in world affairs that Mr. Bradford added:

"There is in this concept of our internal economy nothing inconsistent with an intelligent, aggressive, but pro-American interest in world affairs."

poriation to
his Cham-
ment divi-
builders can
the man-
Civic De-
Chamber
re in 1932.
ish in with
n the name
t would be
no sound
n came up
get away
the state
ring 50-50
ays and to
ent's share
t was ad-
afford no
ich Cham-
nonsense.
cial shape
ederal aid
—with re-
airports in
ng pin, al-
naged bet-
e Chamber
he way of
blems. Up
of men in
lders, air-
lders, and
de no mat-
ittee's re-
nds up,"
any quar-
traction.
nal Cham-
mmunities
anizations
bers. It is
y that the
strong. The
of commu-
e growing
l Manager
ve will go
loom and
res—to the
uty of the
prosperity,
hose in the
e turn our
and away
turn to the
and indi-
e made us
vivify and
utions and
they may
e upon the
the basis
the Cham-
affairs that
of our in-
consistent
e, but pre-
ffairs."
SINESS

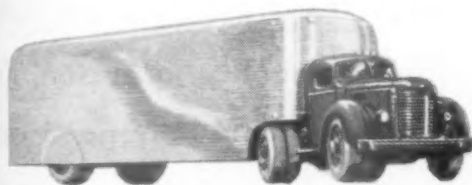


OUT OF THIS WAR —the Red Diamond Engine

International Red Diamond Engine. Heavy-duty power for heavy-duty work. Ample power and capacity—surprising economy. Proved in actual combat warfare, now available for civilian service.



The new Red Diamond Engine powers International Models K-8, KS-8, KR-11, and KS-11.



THE rugged requirements of warfare on every battlefield have inspired the engineering genius of American industry.

Out of this war has come, for example, the new *International Red Diamond Engine*.

Tens of thousands of International Military Trucks and Half-Tracks—powered by this new International Red Diamond Engine—have set new transportation and combat records in wartime service.

Many of these mighty Red Diamond Engines have already gone into International Heavy-Duty Trucks for essential civilian use. The men who operate them will vouch for the stamina and economy of adequate power for any job.

When peace comes and new trucks roll out on America's highways, look to International for even greater economy, even greater dependability. And remember—for ten years before the war *more heavy-duty Internationals were sold than any other make*. Backed then, as now, by the *world's largest company-owned truck service organization*.

INTERNATIONAL HARVESTER COMPANY
180 N. Michigan Ave. Chicago 1, Illinois

NEW TRUCKS: The government has authorized the manufacture of a limited quantity of light, medium and heavy-duty International Trucks for essential civilian hauling.

SERVICE: Many operators will have to wait for trucks. Maintenance of existing vehicles is just as important today as before V-E Day. Therefore—be sure your trucks get top care and service at International Truck Dealers and Branches.



Buy More War Bonds



and Keep Them

INTERNATIONAL Trucks



The author in her laundry study

A "Letter From Home"

By ROSEMARY TAYLOR

MY BROTHER runs a laundry in Tucson. Besides washing clothes, he writes to soldiers. To thousands of them. Then they write him back, and he writes them back, and they write him back, until it almost seems as if the letters were his main business and the laundry a side-line.

This morning there was on his desk a greeting card from Assam and another one from the Persian Gulf Command. Freddie from the Marianas sent a picture of a geisha girl and a long letter about how he found her in a box of Japanese loot which included wrist watches, face powder, perfume, and—boy, oh boy—two pints of State-side liquor.

Lester in New Guinea asked for pictures of some girls, just any girls, but said Lester, "Have them blond. My buddies out here think all Arizona girls are squaws in blankets."

Chaplain Wilson wrote from North Burma and said he'd like to have a picture of the crowd leaving the First Southern Baptist Church some Sunday morning—with his wife and four children in it. Manuel Quintas from the Philippines apologized for not writing sooner but, "We have been sort of busy since we landed on this island. As for pictures, I'd like a picture of you, Mr. Drachman."

There was a great batch of other letters. Air mail and V-mail and ordinary mail. From Army camps in this country. From ships at sea. From France and Germany and somewhere almost everywhere on the globe. And even one from



This photo convinced a buddy there's water in Arizona



Twins their father had never seen in person



A service man's daughter



Mike Cruz, the fiddler, poses for the boys

OLIVER DRACHMAN, who runs a laundry in Tucson, has found an unusually good way to help keep the service man's morale high—and it is something perhaps you could adopt



MUST BE HERE SOMEWHERE

See if it's gone to shipping. Look in the top drawer. Ask up on the ninth. Ask Bill Frey.

Wasted time is business' No. 1 headache. Even without a war on, many business forms slow up the day's work. They invite mistakes, are cramped and complicated. Organization is hit or miss. Tradition rules, not efficiency. Moore Business Forms, Inc., designs forms for some of the world's largest

businesses — and the smallest. Practical experience over the years proves this one fact beyond dispute: *business forms properly engineered can save precious time, speed output, cut running costs by thousands of dollars.*

The Moore specialist who calls on you asks: Is this form necessary? Does it duplicate any other? Is the sequence of entries logical? Does printing take advantage of standard paper sizes? Is

the form engineered to your system?

To learn how answers to these questions can benefit you, get in touch now with the headquarters of the nearest Moore division, or its local office. Moore consults with you, designs, then prints. The nine companies listed below have long been under Moore ownership. Now they combine under the Moore name to form the largest company of its kind in the world.

AMERICAN SALES BOOK CO., INC., NIAGARA FALLS; ELMIRA, N. Y.
 PACIFIC MANIFOLDING BOOK CO., INC., EMERYVILLE; LOS ANGELES, CALIF.
 GILMAN FANFOLD CORP., NIAGARA FALLS, N. Y.
 COSBY-WIRTH MANIFOLD BOOK CO., MINNEAPOLIS, MINN.
 MOORE RESEARCH & SERVICE CO., INC., NIAGARA FALLS, N. Y.
 SOUTHERN BUSINESS SYSTEMS, INC., ORLANDO, FLA.

Canada—Moore Business Forms, Ltd., succeeding Burt Business Forms, Ltd., Toronto
 Western Sales Book Co., Ltd., Winnipeg and Vancouver
 National Sales Check Book Co., Ltd., Montreal

MOORE BUSINESS FORMS, INC.

Eleanor Roosevelt. Hers was just a short note thanking Oliver for sending her a copy of his "Letter from Home" and saying that she was mentioning it in her column.

To describe the letter further, it's a weekly news sheet mailed out every Friday, signed "Oliver." It's printed on glossy paper so that the pictures on the back are clear and sharp. These pictures are typical shots of Tucson—of the main streets, the parks, the schools—the kind of pictures a boy can show proudly to his pals and say, "Look, that's where I live!"

3,000 letters a week

THE letter on the front is a digest of what's been happening in Tucson for the past week, plus news of what service men themselves are doing—who's been promoted, who's won a decoration, who's back on furlough.

Oliver is now mailing 3,000 of these letters every week. He hopes eventually to be sending one to every service man and woman from this district. In connection with "Letter from Home" there is a daily radio program. Also called "Letter from Home," it is made up for the most part of excerpts from letters the boys write in. Incidentally, a boy's family is always notified when his letter is to be read so they will be sure to listen in.

There is never any lack of letters to be read over the air because every week about 300 replies come in from all over the world. I find I can't resist reading a few each morning when I go down. (I'm one of those writers who can't work at home and Oliver lets me have a little office at the plant.) They are so gallant, those letters, and yet so homesick, and so pathetically grateful for the news items and pictures of Tucson.

"Dear Oliver," they say, "you'll never know my joy . . ." "It was a 15-minute furlough . . ." "I felt I was home again . . ." Then they tell their own stories and ask about their friends.

Oliver or Bill Pyle, his second in command, dictates a personal answer to every letter, and whenever possible, carries out any request in the letter.

"How's Shorty Dolan down at the So-and-So Cafe?" Jimmie Bates will ask. "If you run into him, say 'hello' for me, will you?"

So Dorothy Barr—she's the secretary to "Letter from Home"—calls up Shorty at the So-and-So Cafe.

"Shorty," she says, "we just got a letter from your friend,

Jimmie Bates. He says to tell you 'hello.'" Then she gives Shorty Jimmie's address and Shorty writes to Jimmie. Eventually Oliver gets another letter from Jimmie saying, "I sure thank you for passing the word on to Shorty. He wrote me one swell letter."

"Letter from Home" was started about a year and a half ago in a conventional way. KVOA—one of Tucson's radio stations—wanted some sponsors for a 15-minute local news program. Great things were expected from the program because listeners were invited to ask that the broadcast news, printed on a sheet called "Letter from Home," be sent to their relatives in the service. However, the response was slight. Few listeners sent in names of service men.

Oliver told Bud Williams, manager of KVOA, that he was dropping out.

"But it's such a good idea," Williams insisted, "why doesn't it catch on?"

A personal report on news

"I THINK I know," said Oliver. "If the other sponsors drop out and I can get the program for myself, the laundry will take it."

Eventually the other sponsors did drop out and Bud Williams called him. "It's all yours if you want it."

"We want it," said Oliver.

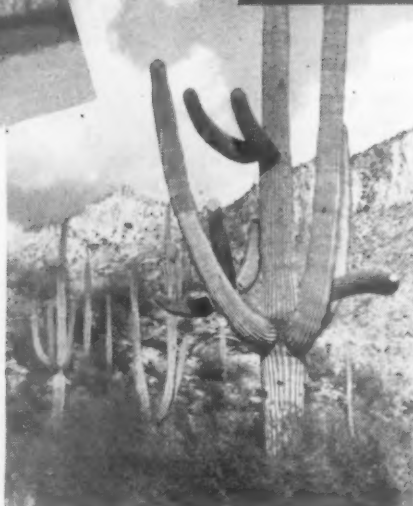
"Letter from Home" was now printed on the laundry's stationery, but it was addressed, "Hello, Fellows" or "Greetings, Gang" and at the bottom it wasn't signed "Tucson Laundry and Dry Cleaners" but "Oliver"—not even "Oliver Drachman," just "Oliver."

"This letter's got to be more personal," said Oliver to Bill Pyle. "That's the first step."

"Mary," he said to Mary Nichols, who handles his advertising, "you've got to become a newshawk now and bring me in all the news that's happened each week. I'm going to write the letter myself. And we're not going to give them only



Duffy, a soldier's dog



Several asked for a photo of the big cacti near Tucson



One wanted Arizona U campus



Pork Chop, a pet javelina

45,000 TONS

TO HELP SET THE RISING SUN!

A graceful curve disguises the muscles of our most powerful super battleship—one of four of the *Iowa* class now in action.

Producing a battleship is the gigantic assembling of pieces and parts, millions of them, machined with speed and precision in thousands of war plants all over America.

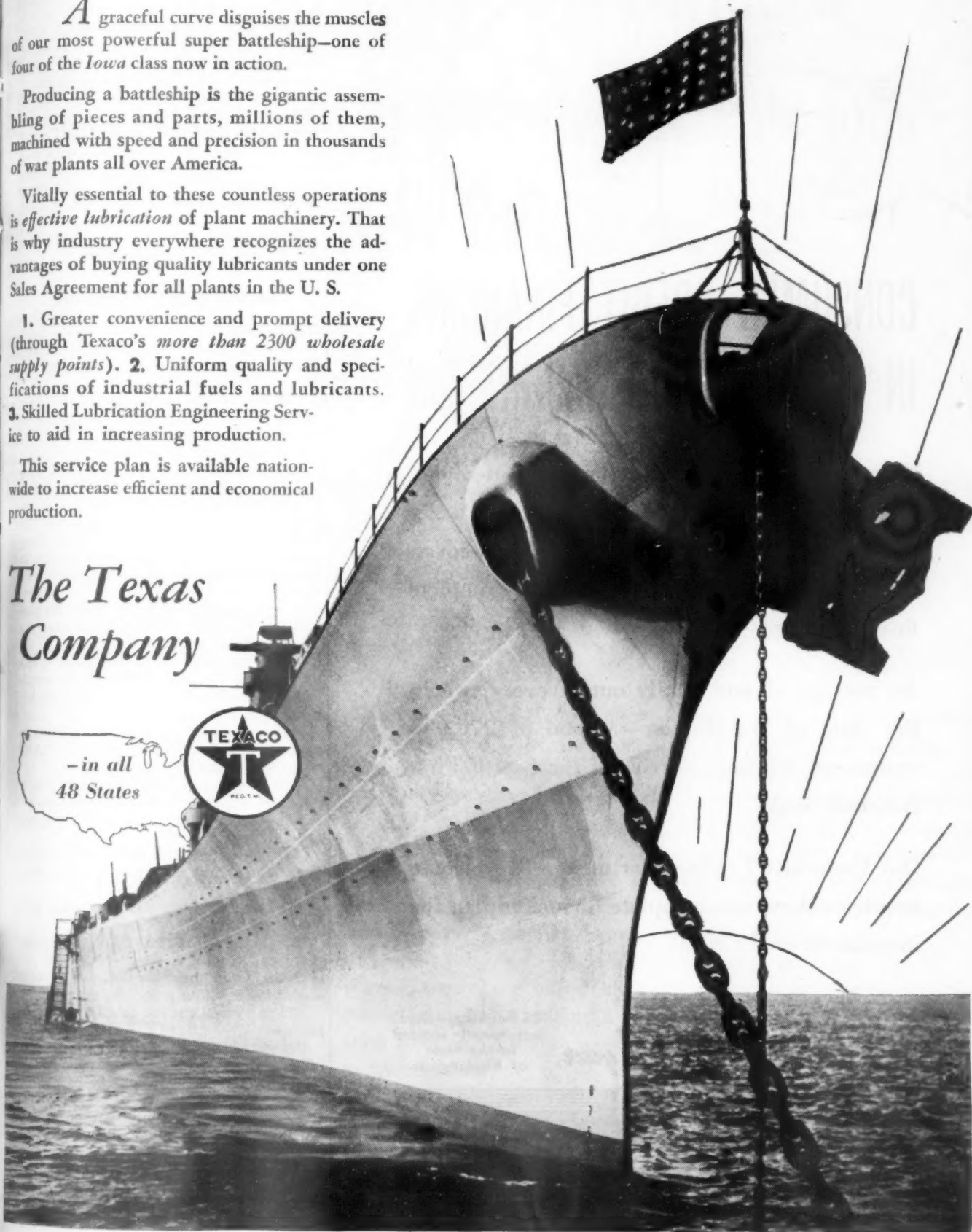
Vitally essential to these countless operations is *effective lubrication* of plant machinery. That is why industry everywhere recognizes the advantages of buying quality lubricants under one Sales Agreement for all plants in the U. S.

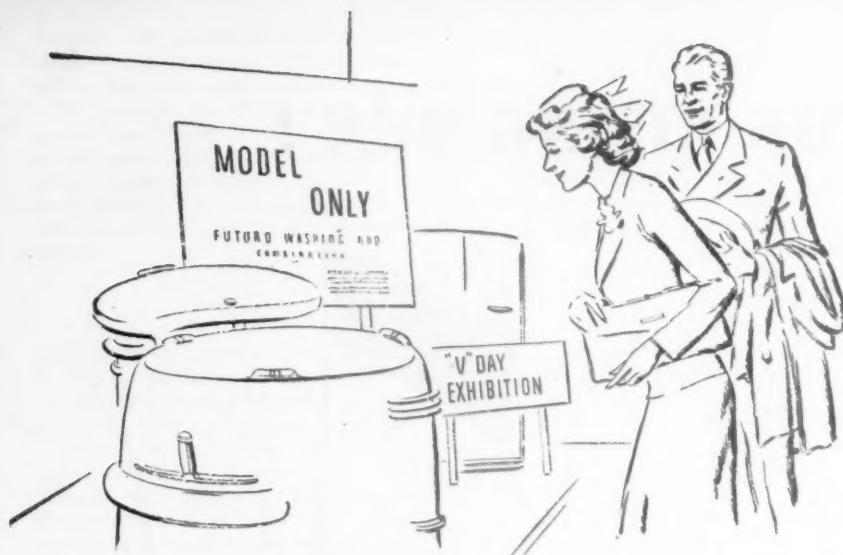
1. Greater convenience and prompt delivery (through Texaco's *more than 2300 wholesale supply points*). 2. Uniform quality and specifications of industrial fuels and lubricants. 3. Skilled Lubrication Engineering Service to aid in increasing production.

This service plan is available nationwide to increase efficient and economical production.

The Texas
Company

-in all
48 States





CONSUMER CREDIT FINANCING IN THE STATE OF WASHINGTON

To manufacturers and distributors contemplating marketing their products on the Pacific Coast, this bank, with 35 banking offices covering the State of Washington offers a complete financing plan.

An average of one family out of every two in the State of Washington—a total of 270,000 customers, use some service of the Seattle-First National Bank.

Our Consumer Credit department will welcome inquiries about our complete financing plan for installment credit sales.

*The Largest of Many
Excellent Banks
in the
Northwest*



*35 banking offices
conveniently located
in the State
of Washington*

SEATTLE-FIRST NATIONAL BANK

Main Office — Seattle
Spokane and Eastern Division — Spokane

news, we're going to send them pictures of Tucson. We'll print them on the back."

Then he began to advertise in a big way. Over the radio, in newspapers, in bundle inserts, he told of "Letters from Home." He asked for names of service men and women. He made it easy for names to be sent in. In the newspaper, along with the advertisement, was a coupon to be clipped and filled in. Coupons were enclosed in laundry bundles, also copies of the letter so families could see what would be sent to their boys.

The response was immediate. Names came in by hundreds and off went the letters all over the world. Back came the answers in increasing numbers. The other day Frank Havey, the mailman, even brought in an actual "Letter from Home" sent to him by his son in Germany.

"Dad," said the boy, "keep this for me. I want it for my scrapbook."

Letters good for morale

REPLIES come not only from the boys but from their commanding officers, from chaplains, doctors and nurses. All singing one tune:

"Yours is the best morale builder we've seen. We wish other communities would do the same."

One doctor wrote from a hospital:

"I thought we were going to lose this lad, but your letters began to come and it was a miracle the way he picked up. Especially he liked the pictures on the back. He showed me the one of the Congress Street bridge. He said he used to dig caves underneath that bridge and wade in the river. . . ."

It was because the boys liked the pictures so well that Oliver got the idea for "Picture from Home."

"Bill," he said, "let's let them write in and ask for any picture they want. We'll send it to them, the actual photograph."

"Where are we going to get a photographer?" asked practical Bill. "And what about film?"

"We'll get priorities on film. There must be a photographer around town."

But there wasn't any photographer around town.

"All right," said Oliver, "we'll make one. Who's that new girl in the front office?"

"You mean Beth Hawley, the girl Viola just hired?"

"That one. I think she could take good pictures."

Beth, upon being questioned, said she'd never taken a picture in her life.

"Then you'll have to learn," said Oliver.

Protested Viola, who runs the front office and has been with the laundry 25 years, "There must be plenty of people you can get who've never taken pictures. I've just got Beth nicely trained."

"Look fellows," Oliver put in a box at the head of the letter, "we've got a photographer now. If you want a picture of your sweetheart, mother, father,

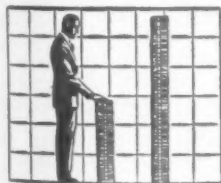
An \$80,000,000 Dividend to stimulate business and create jobs in New York State



At a time when plans for business expansion are being made, New York State — under its new Experience Rating System — distributes a tax credit of approximately \$80,000,000 — nearly half the amount of all other business taxes levied by the State

THIS year, under New York State's new Experience Rating System, businesses in the State are being awarded tax credits amounting to about \$80,000,000.

These tax credits—approximately half of the total amount of all other business taxes levied by the State—will naturally be applied by many businesses to the creation of postwar jobs.



Tax credits equal
1/2 business taxes

At the same time, unemployment benefits to labor have been increased. That's because New York State's Experience Rating Plan embodies fundamental principles of sound insurance financing. It seeks to stabilize employment. It aims to encourage business expansion by reducing taxes in accordance with the individual employer's experience in providing steady jobs. And it sets up a reserve fund as a cushion in order to protect labor.

This legislation is part of New

York State's program to promote business expansion and employment. It was adopted after a long and careful study of all the factors involved, plus the record of other states with Experience Rating Plans. It is designed primarily to make unemployment insurance *employment insurance* in a prosperous postwar New York.

Businessmen who wish further particulars regarding this tax-credit plan may write: Department of Commerce, Room 468, 112 State St., Albany 7, New York.

New York Means Business

Ritepoint The Easy-Writing Pencil



Perfect
Finger Grip
Smartly-Styled
Durable

★
Today—for the
Armed Forces,
Yours
after Victory

MANUFACTURED BY

Ritepoint Co.

ST. LOUIS 4, MISSOURI



FREE — a copy of the booklet "The Rum Connoisseur", containing over 100 tested drink and food recipes. Dept. NB, Ronrico Corp., Miami 26, Florida. Ronrico Rum 86 & 90 proof. U. S. Representatives, Import Division, McKesson & Robbins, Inc.

*Trade Marks

© 1945 Ronrico Corp.

your home, school, any person or anything in Tucson, just write us and we'll take it and send it to you."

In addition, he advertised that any one in Tucson could ask to have a picture taken and sent to any person in the service.

Again came that tremendous response. People at home wanted their own pictures taken. Parents posed, and wives with new babies, many of the babies not yet seen by their fathers. As for the boys, they had an amazing assortment of requests. They asked for "Mom and Dad," for "my wife," "my children," "my pet dog," "my pet pig," "my horse," the "Safford High School," "a pretty girl smiling," "the Ozark Café where I used to get those good steaks," "my girl at the telephone office and please ask her why she doesn't write."

The morning after the first big advertisement telling about the picture idea, 'phones were so jammed with calls asking for picture appointments that no laundry customers got through.

Viola strode into Oliver's office and demanded, "Are we running a laundry? If you're going to do this sort of thing, you ought to have 'Letter' on a separate 'phone.'"

"I think you're right," agreed Oliver meekly.

Home letters can be dull

NOW a person might ask, since letters and pictures give such great joy to service people why aren't their families sending them to them? In the case of pictures, there are the obvious reasons of expense, shortage of film, and also that it requires a certain amount of gumption.

As to letters, maybe some boys don't have families. Maybe some of their relatives can't write.

Many people who can write are simply no good at letter writing. Too often the writing of letters is left to a busy mother. She is out of touch with the things her son is interested in. Maybe her letter goes like this:

"Dear Son, we miss you a lot. Father is working hard. My, we'll be glad when this war is over. Everything is the same here..." And so on.

Again and again in the replies I've read from Oliver's desk I've seen the words, "I let my pal read your letter. He says he sure wishes his town would get out one like it."

Since mail is what service people want above all else, it's up to the community to provide it. If there isn't a business firm to back the program,

it could be backed by some group like the Rotarians, the Kiwanians, the chamber of commerce. But the letter should be signed by one man. A boy can't feel close to the Amalgamated Filling Stations or the entire personnel of the Kiwanis Club.

For a commercial firm, the good will derived from such a program is incalculable.

These boys are coming home, they'll get married, live in the towns. They are future customers.

Lasting good will

I SHOULDN'T be surprised if, in the future, in Oliver's particular case, the following scene isn't enacted many times:

It's five years after the war. Mr. and Mrs. Harry Brown are sitting in their patio when the driver arrives and leaves their laundry.

Mrs. Brown opens the bundle and starts checking it against her list. Suddenly she gives a shriek.

"Harry! Look what they've done, torn the hem right off this sheet!"

Harry, deep in his evening paper, says, "Now isn't that a shame."

"Shame? It's an outrage! I'm going to quit that laundry."

Harry puts down his paper. "Quit the laundry! You can't do that."

"Why can't I?"

"Because you can't. Go down and make them pay for the sheet, make them give you another sheet. But you can't quit them."

"But, why...?"

"Because they wrote me letters."

"The laundry wrote you letters?"

"Yes, every week, all the time I was out in New Guinea, and while I was on Iwo Jima and at Okinawa. I got the last ones in Tokyo. And then they sent me pictures. Sent me one of Mom and Dad. And of my dog, and my best girl. I mean," said Mr. Brown quickly, "she was my best girl at the time. I didn't know you then."

"But why should a laundry write you letters and send you pictures of your family and dog... and your best girl?"

"Well," says Harry Brown, "I'll tell



"Did you call me?"



Whether it's refrigeration for
a big university or for
the corner grocery

*Look to the favorite
Look to Frigidaire*



NORTHWESTERN UNIVERSITY, Evanston, Illinois,
specified Frigidaire equipment for all of its refrigeration and
water cooling requirements when it erected Willard Hall,
its new women's dormitory, a few years ago. Meats, fish,
vegetables, dairy products and other perishable foods are
kept fresh and wholesome; drinking water is cooled to just
the right degree—all with dependable Frigidaire equipment.



**FRIGIDAIRE REFRIGERA-
TION EQUIPMENT** serves in
many ways. Here are a few:

- Vegetable storage
- Water cooling
- Meat and fish storage
- Milk cooling
- Vaccine storage
- Bottled beverage cooling
- Truck refrigeration
- Fur storage
- Fruit storage
- X-ray and photo processing
- Butter and egg storage
- Equipment testing
- Sausage manufacture
- Cheese curing
- Germination control
- Freezing foods
- Flower storage
- Processing metals
- Blood bank refrigeration
- Cooling cutting oils
- Locker storage
- Dough retarding
- Ice cream storage
- Pre-cooling vegetables
- Candy making
- Soda fountain refrigeration
- Serum manufacture

Also air conditioning for homes,
apartments, stores, hotels, restau-
rants, hospitals and a wide variety of
industrial processing applications.

Whatever you may need —
cooling, refrigeration or air condi-
tioning — consult your Frigidaire
Commercial Dealer. He will be
able to tell you about the kind of
equipment that will meet your
needs most effectively ... give you
the latest information on when
this equipment may be available.
Find his name in classified 'phone
book. Look under "Refrigeration
Equipment". Or write
Frigidaire, 526 Amelia
St., Dayton 1, Ohio. In
Canada, 254 Commer-
cial Rd., Leaside 12,
Ontario.



VICTORY IS OUR BUSINESS!



FRIGIDAIRE

Made only by

GENERAL MOTORS

Peacetime Products

COMMERCIAL REFRIGERATION • AIR CONDITIONERS
BEVERAGE, MILK, AND WATER COOLERS
ELECTRIC REFRIGERATORS • RANGES • WATER HEATERS
HOME FREEZERS • ICE CREAM CABINETS

Asked the Visitor of the Paper Chemist:

Why do you call it "cotton fiber" paper instead of "rag-content" paper?

Said the Paper Chemist to the Visitor:

Because all Parsons Papers are made from new, clean cotton cloth cuttings and new cotton fiber. Rag-content paper may be, and frequently is, made with old, used rags.



"You see, the fibers in old rags are always worn and weakened by the time the mills get them. Much stronger bleaches must be used on old rags than on new cotton cuttings—and this further weakens the fiber. Our cuttings come largely, as a matter of fact, from men's shirt factories. The cotton fiber used is fresh from the cotton mills."

That's why Parsons bond papers—used mainly for stationery and documents—are superior in feel, in writing and erasing qualities, in strength, durability and permanence. These are Parsons bond papers—available

in the various sizes, weights, colors and finishes permitted by W.P.B.:

OLD HAMPDEN BOND, 100% cotton and linen fiber.

PARSONS BOND, 100% cotton fiber.

L'ENVOI, 100% cotton fiber.

LACONIA BOND, 75% cotton fiber.

EDGEMONT BOND, 50% cotton fiber.

HERITAGE BOND, 25% cotton fiber.

When you buy stationery, specify PARSONS. Then you'll have the finest cotton content paper, made by a mill that specializes in paper for modern business, made to reflect and record the *quality* of your organization, your business, your profession.

PARSONS

P A P E R S

Made With New Cotton Fibers

PARSONS PAPER COMPANY • HOLYOKE, MASSACHUSETTS

you." And so he does, tells her about all the places where those letters had found him, and what it meant to him to get them.

When he is through, Mrs. Brown wipes her eyes and says, of course not, they never can quit that laundry.

"In fact," says Mrs. Brown, "I'm not even going to mention the torn sheet. I'm just going to sew the hem back on and not say a word about it."

(At least, that's what Oliver hopes she'll say.)

However, important as good will is to any business man, I'm sure that much more important to him, as it is to Oliver, will be the satisfaction he gets from knowing that he is giving what they want most to those who are fighting this war.

There is no question that letters are wanted. Last Christmas a boy in Italy wrote to Oliver:

"We'll all be so glad when Christmas is over. At Christmas time the parcels get priority, and what we want is mail."

Modern Airport

PITTSBURGH'S new Moon Township Airport, now under construction, will bring the steel city within easy flying distance of every major aviation center in the western hemisphere.

Its three dual runways, each 5,500 feet long, will accommodate heavy planes capable of flying direct to the large cities of South America.

One of the runways is so laid out that, if it is necessary later, it can be lengthened to 10,000 feet for transoceanic planes.

Prominent from the air will be a series of vast loading platforms more than a mile long, 360 feet wide, and shaped like a horseshoe. Within the horseshoe will be the administration building with a 1400-foot curved observation deck overlooking the field.

Adjacent parking lots will be large enough to handle cars for 3,000 employees and 6,500 visitors.

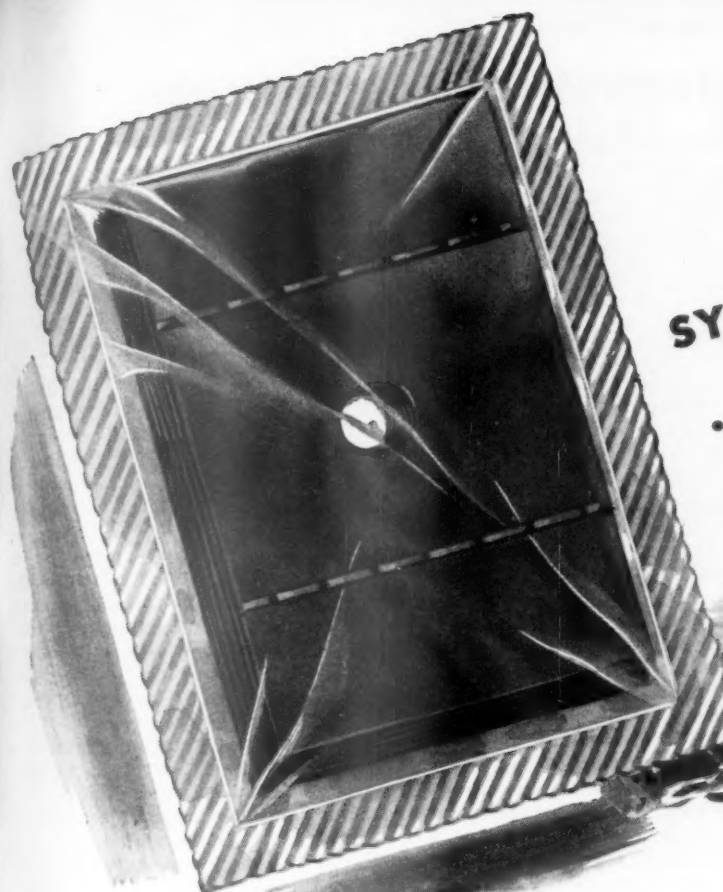
Moon Township Airport is only 25 minutes by bus from the heart of the city.

Unlike Pittsburgh's present City-County Airport, it is in a section relatively free of fog and smoke.

Transcontinental service from New York, New Orleans and Los Angeles will change planes at the new airport for shuttle service to smaller cities. Cargo plane service direct to South America is expected to be practicable.

Plans for the Moon Township Airport took shape more than two years ago when the Civil Aeronautics Administration decided that a second major airport in the Pittsburgh area was necessary to protect the steel industry against possible air bombing. The runways have been paved for some time and work on the administration building is now nearing completion.

—LEON M. LEFFINGWELL



SYLVANIA Means Cellophane
...it keeps Powder Dry



... keeps Cigarettes Fresh

TODAY in the driving rains and high humidity of our tropical fronts vital trench mortars are going into action because their powder is protected by Sylvania cellophane. Specially developed in Sylvania's laboratories, these ammunition wrappings keep out water and moisture vapor, insure effective propellant powder under the most difficult conditions.

The qualities of versatile Sylvania cellophane that keep moisture from powder are equally effective in controlling moisture in cigarettes and other products. Therefore better protection through cellophane will be available in the postwar world as a result of Sylvania's unique wartime developments.



SYLVANIA CELLOPHANE

Made only by **SYLVANIA INDUSTRIAL** Corporation

Manufacturers of cellophane and other cellulose products since 1929

General Sales Office: 122 E. 42nd St., New York 17, N.Y. ★ Plant and Principal Office: Fredericksburg, Va.



Registered Trade Mark

This was the pipe
of yesteryear in
CHINA*

and this is the
pipe you'll see
today, in China
and everywhere



Give a master craftsman genuine aged Mediterranean briar, a band of sterling silver, a bit of solid rubber—then, and only then, can he turn out a pipe as fine as Sterncrest Sterling. We number and register every one as your guarantee of pipe perfection.

Model No. 91
Smooth and Antique
finish. Dozens of
other handsome
models \$5

Sterncrest 14K, solid gold band \$7.50

Certified Purex . \$3.50

Other LHS Pipes
\$10 to \$1.50
AT YOUR DEALERS



IMPORTED
BRIAR

*A great percentage of
fine LHS pipes have
gone overseas to our
boys in all parts of
the world.



Send for your copy of "Pointers on Pipes"—It's FREE
L. & H. STERN, INC., 56 Pearl Street, Bklyn 1, N. Y.



Teamwork for Better Health

(Continued from page 26)

amputation," a remarkable record considering the high incidence of finger injuries in the garment industry. In 1933, when it was opened in midyear, the clinic gave only 89 treatments. By 1936 the total had risen to 1,443. In 1944 it was 6,997.

For 19 years a Philadelphian, Dr. Glenn S. Everts, has been devoting his full time to industrial practice in that city. For 16 of those years he was physician to five small companies; today, he has seven on his list.

Visiting nurses help

SOME of the plants he visits daily, others twice a week. All the plants make part or full use of registered nurses and of help supplied by the National Organization for Public Health Nursing (visiting nurses), which has branches in many major cities. In Philadelphia, a small plant can get the services of a visiting nurse for \$2.30 an hour. In other cities, the rates vary. Employers can obtain information on rates and services by picking up a telephone in cities where there are local N.O.P.H.N. branches. In other cities, employers can write the national headquarters at 1790 Broadway, New York 19, N. Y.

The average company on Dr. Everts' call-list in Philadelphia spends on health \$9.50 per employee each year. This is an over-all charge and includes cost of personnel, supplies, etc. At a lithographing plant, Dr. Everts' efforts are credited with having helped reduce the accident rate—despite the fact that the U. S. Department of Labor lists no fewer than 29 occupational hazards for this industry. A tannery which he serves reports the same results.

Dr. Everts is convinced that medical care abets morale. He tells of a tannery worker named Sam, who came to him one day red-eyed from worry and sleeplessness. He said that he and his wife had only recently moved to the city.

Sam said one physician had recommended a major operation but that the woman's father had refused to allow surgery. What should be done?

Dr. Everts, in the presence of the worried husband, telephoned the doctor. Then he went home with the man, looked at his wife, consulted further with the doctor, and told the worker that an operation would be advisable. Sam's mind was at ease. He had received advice from someone he knew and could trust.

"The doctor and the nurse," Dr. Everts says, "come to be the sounding board for all manner of complaints about working conditions."

One afternoon a plant foreman telephoned Dr. Everts. "What do you suppose has been wrong with George S. for the past two months?" he asked. "George tries to dodge every job I put him on. Is he sick or just lazy?"

So the doctor brought in George for a chat. George confided that he didn't like the foreman. Further investigation showed that other workers felt the same way. It became obvious that the foreman should be shifted.

Malingers have always been an annoying problem in industry. Sometimes it is difficult for a layman to detect this practice, but if a nurse or a physician is at hand, a worker is less likely to go on sick call unnecessarily.

On the other hand, if the person actually is ill he should be sent home at once, lest the rest of the shop be exposed to contagion or the worker's own health suffer.

An almost-hysterical delegation of women employees streamed into the clinic of a Philadelphia tannery one day. On their hands was a vicious looking rash. They told the doctor it was due to the cement used in making shoe leather. They shouted that they were going to sue.

As a precaution against the spread of ugly rumors through the workshops the doctor sent all except one of them home. From her hand he scraped a segment of the irritated skin and sent it to the University of Pennsylvania for analysis. The report, given in a few hours, showed that the women merely had ordinary athlete's foot.

Told this the next day, the women laughed and returned willingly to their benches after their hands had been sprinkled with a little thymol iodide powder.

Cooperation from all

MEDICINE, labor and industry have joined hands to make the Philadelphia industrial-medicine story a success. "It was apparent from the beginning that the medical profession would face an impossible task were it to try to handle the problem singlehanded," says Dr. Charles-Francis Long, chairman of the commission on industrial health and hygiene of the Medical Society of the State of Pennsylvania.

"I would advise other communities contemplating a similar program to consider the same unified approach, because it is essential that any possible suspicion by labor be allayed. After all, plant medical service is something which must be done with the worker and not to him."

As an early step in the program, the Philadelphia County Medical Society offered a 48-hour course of instruction on industrial medicine to doctors and nurses. Sixty physicians attended. To them and to the nurses was explained the theme of the project:

"To keep a well worker in every job and to safeguard him so that his working environment cannot strike at his life or his health."

Next, the Pennsylvania State Depart-

ment of Health made a survey of Philadelphia industries to determine how many of the more than 5,500 manufacturing establishments had medical service. It was found, as Dr. Long puts it, that those with 500 or fewer persons on the pay roll were "woefully ill equipped or completely lacked any medical service."

It was found, coincidentally, that 90 per cent of the city's industrial workers were employed in small plants.

"With our supply of physicians estimated and our facts on the size of the need well in hand, we were ready to solicit the direct interest of labor and management," Dr. Long relates.

Chamber ready to help

"WE found to our good fortune that the Chamber of Commerce and Board of Trade already had a health committee."

The Chamber's committee was expanded to include about 40 members, with Dr. Taylor as chairman. Such widely known medical men as Dr. Harvey Bartle, at that time medical director of the Pennsylvania Railroad; Dr. George M. Piersol, of the Bell Telephone Company of Pennsylvania; Dr. Bradford Scudder, of the Grasselli Division of E. I. du Pont de Nemours & Co.; and Dr. George C. Yeager, of the Medical Society of the State of Pennsylvania, became active.

Laying of the foundations required most of the spring and summer of 1943. By fall, 178 companies had been selected as prime objectives. To officers of those concerns the Chamber sent a series of letters inviting them to meetings.

At the meetings, members of the health committee gave details of costs, services and other features. Later a two-man team—a layman and a doctor—visited the plants to make specific recommendations. Emphasis was put on driving home the health story in places where accident rates were high.

Employers were encouraged to introduce one or more of the following: pre-placement physical examinations; periodic health examinations; special hazard examinations such as tests against occupational lung ailments, etc.; care of minor accidents which without ambulatory treatment might mean absence from work; medical care of such "usual" ailments as colds and headaches; accident prevention and elimination of hazards through cooperative effort with shop superintendents.

To tell small industry how to tackle a health project, the Chamber printed a pamphlet. Simply written in question and answer form, and free to all who were interested, the booklet advised these optional plans:

1. Hiring, on an hourly basis, of a general practitioner interested in industrial health, his work perhaps to be supplemented by calls from visiting nurses.

2. Hiring of a physician whose full time is devoted to industrial health and

NEW INDUSTRIAL AREAS



LABOR IS HERE

According to the California State Reconstruction and Employment Commission—"almost 75% of the workers who have migrated to the Pacific Coast during the war, intend to remain here."

FACTS... about Santa Clara County!

Located at the population center of the Pacific Coast—for economical distribution.



Served by main trans-continental railroads—where highways meet—and with access to the West's greatest port.



An exceptionally large labor supply—with a perfect "no strike" war record.



Tapping the greatest electric power pool in the world; and an abundance of natural gas.

DEPT. "N"

SAN JOSE CHAMBER OF COMMERCE
SAN JOSE 23, CALIFORNIA

Santa Clara County sites are now available!

During the past 2 years, 5 different industrial areas have been provided for manufacturers interested in locating factories in Santa Clara County, the population center of the Pacific Coast. All of these areas have access to main rail lines and highways—and the land is exceptionally low priced, compared with similarly favored areas in other sections of the country.

Custom Selection

A few of the advantages of these locations are listed in the adjoining columns. In addition, each of these areas offers specific advantages, dependent upon the manufacturer's specific needs. With an area larger in size than the entire State of Rhode Island, industrial acreage can be custom-fit to individual requirements, such as labor, access to raw materials, proximity to homes and like factors. This is decentralized manufacturing at its best!

Write for this free book!

Post War Pacific Coast is a 36 page book of facts about Santa Clara County. No cost. Write on your business letterhead.



SANTA CLARA COUNTY

California

The population center of the Pacific Coast

IS IT LATER THAN YOU THINK?



Oiljak, like other American manufacturers, continues to devote all its facilities to the production of war material, to speed the approaching day of victory.

Yet, at the same time, we consider it no less our duty to plan for the future, to do our part in easing the change-over to a healthy industrial economy during the competitive peacetime years that lie ahead of American industry.

Oiljak offers you complete manufacturing facilities with up-to-date machines operated by men whose production record on war contracts compares favorably with normal peacetime costs; a record achieved by a minimum of rejections, a steady streamlined flow of work and materials through the plant, and a special assembly-line technique for which Oiljak is famous.



So before you set up the manufacturing procedure for your peacetime products, it may well be worth your while to get acquainted with all the facilities which Oiljak can offer you.

MACHINING • STAMPING • WELDING • PLATING • FINISHING • ASSEMBLING

METAL MANUFACTURERS

THE OILJAK MANUFACTURING CO. INC.

MONTCLAIR, NEW JERSEY

THE JOB COMPLETE FROM BLUEPRINT TO FINISHED PRODUCT

15 to 25 Clear Copies
15 to 25 Clear Copies
15 to 25 Clear Copies
15 to 25 Clear Copies

AT ONE TYPING
Saves Time, Speeds Work
AVOID HIDDEN WASTE

EATON'S BERKSHIRE MANIFOLD

- Smooth, fine and tough
- At leading Commercial Stationers



FINE PAPERS FOR SOCIAL AND BUSINESS USE



Light—Where and When You Need It

Delivers bright beam half a mile long or bright diffused light in one spot. Strong, rugged, long-lived, inexpensive. Useful in a thousand ways in industry. Dry cell or storage battery operated models. Send for catalog and ask for name of nearest distributor.

U-C-LITE Mfg. Co.

Dept. H • 11 E. Hubbard St. • Chicago 11, Ill.

who makes scheduled visits from company to company. Rates for this type of doctor are likely to be lower because the physician, by having only an industrial practice, eliminates such things as office expenses, tardy accounts, 24-hour duty, fluctuation of income, etc.

3. Operation by a physician of a dispensary in a building housing several industries, the dispensary being supported on a *per capita* subscription basis.

4. Opening of a central dispensary in a neighborhood of small industries, the dispensary to be staffed by a physician and a full-time registered nurse.

5. The management of a factory building containing several industries contracts with a physician to supervise a dispensary in space set aside by the management.

As for the very vital matter of costs, the booklet says that they will vary widely according to type of industry, the number employed, accident rate, total of workers exposed to serious occupational disease hazards and, of course, the extent of health services contemplated.

Concerning supplies, the booklet states:

"It has been a matter of experience that in a dispensary not equipped for X-ray and laboratory work, the supplies will cost about \$20 a month for a plant of 100 employees; \$60 for one with 500 employees."

A story for doubters

WHENEVER Dr. Taylor encounters an employer who fails to see eye-to-eye with him on the benefits of industrial medicine, he tells the doubter a story:

It seems that Dr. Taylor, when he visited his sister at Vassar College years ago, used to drop in at a horseshoe forging plant in nearby Poughkeepsie. He would watch the workmen slinging sledges and shaping the red-hot steel and he would tell the manager that the place needed a first-aid room.

"Bah," he was told, "just extra expense."

Two months later, Dr. Taylor received a letter of apology from the owners. They said they wanted to let him know that a workman had stepped on a rusted nail, had failed to treat the injury. Infection and amputation had followed. A jury had returned a verdict of \$8,000 against the employers and they now wanted advice from the doctor on how to safeguard against a repetition.

Dr. Taylor at one time was the physician for the A. M. Collins Manufacturing Co., a Philadelphia paper and printing establishment. While looking over the production records, he noticed a sizable decline in the amount of work linotypers did during the late morning and late afternoon. There were more errors, too.

Taylor suggested that everybody in

The Lure of THE LAND OF THE FREE

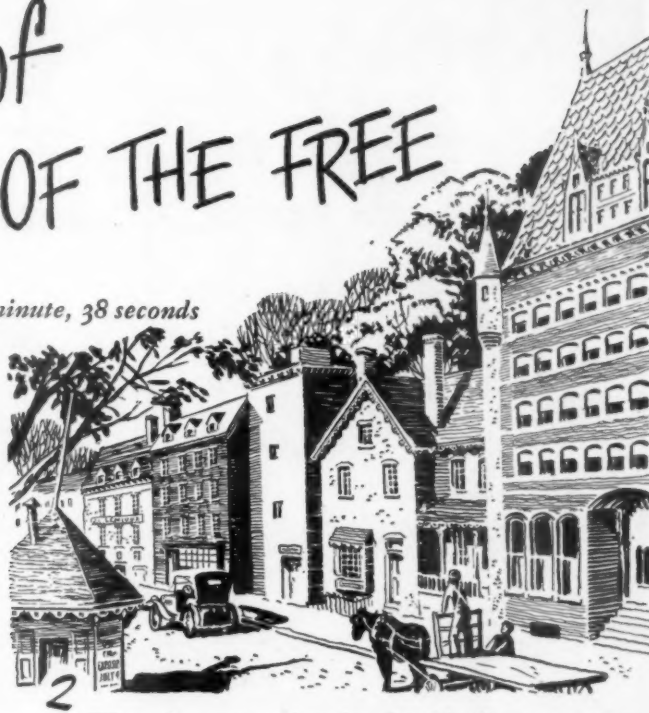
Reading time: 1 minute, 38 seconds



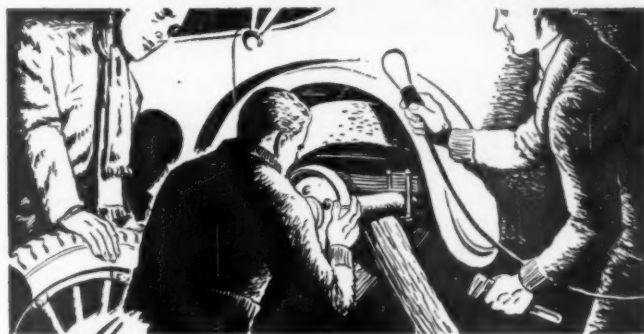
1 Back in 1912, Joseph and his two young brothers came over from Europe where they had made a bit of a name for themselves as bicycle riders in the French road races.



3 After a few years their mother and young sister came over. The lure of America had now moved the whole family. The brothers made a payment on a little house with money they had saved, but their "working capital" was very slim. One cold Saturday a neighborhood grocer let them fix his car in exchange for the family groceries.



2 When they got to America they hired out as apprentice mechanics. They swept out the shop at night in exchange for learning to make machine tools. On the side, they got an old 1905 model Peugeot car. They'd tear it down and build it up again just as they did their bikes in Europe—for practice.



4 The grocer thought nobody could ever fix the brakes of his old car but Joseph took the car home in the twilight, pulled up fence posts to make sawhorses, ran an extension light out of the dining room window. The three brothers went to work; fixed the brakes almost like new.



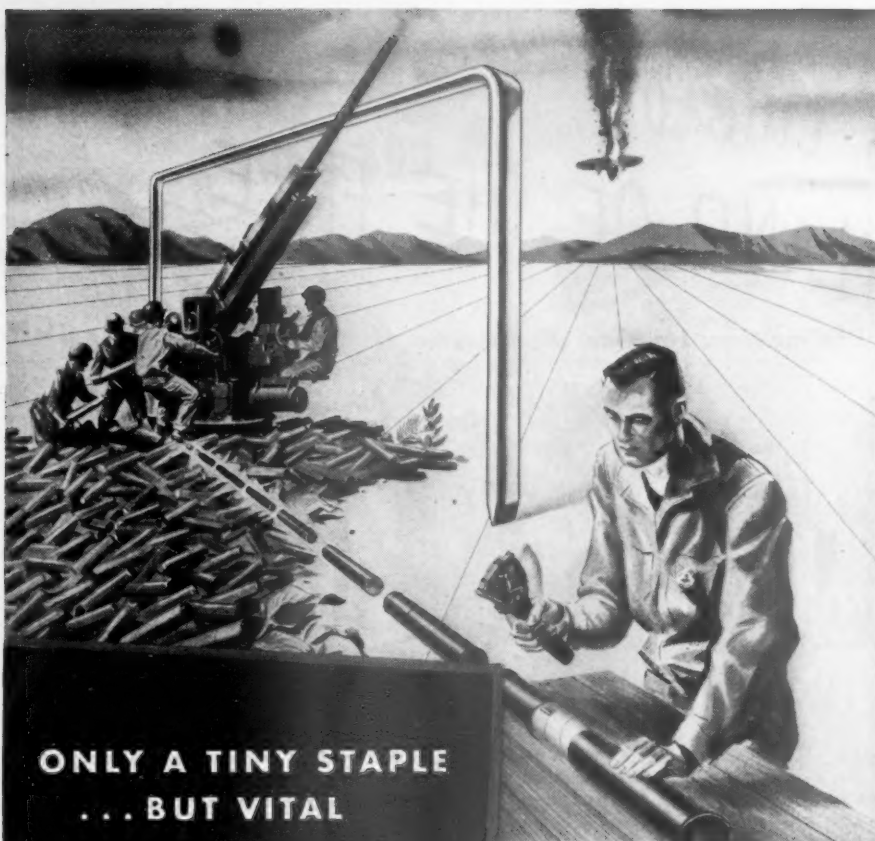
5 Today, Joseph says, "That's really what put us in the automobile business. First we rented a garage; then in 1925 we got a place of our own. It took us ten more years to become the Dodge-Plymouth dealers in one of America's biggest cities. We did a business before Pearl Harbor of \$2,500,000 a year." Joseph says, "Of course we've only made a beginning."

THE success of these three brothers and one sister in joining forces and working hard . . . is typical of the opportunity for progress in free competitive business. Today their place has 21 modern hoists to replace the original fence-post sawhorses. They have 40 mechanics who stayed on the job right through the war. Throughout the war they have serviced an average of 70 cars and trucks every day.

CHRYSLER CORPORATION
PLYMOUTH ★ DODGE ★ DESOTO
CHRYSLER ★ DODGE Job-Rated TRUCKS

You'll Enjoy "The Music of Morton Gould" Thursdays, 9 P. M., E.W.T., CBS

KEEP ON BUYING WAR BONDS



**ONLY A TINY STAPLE
... BUT VITAL**

These fibre "cans"...protecting artillery shells... were sometimes stuck by the humidity in the South Pacific...delaying the gun crew. The container manufacturer had to have...immediately...a better method of fastening the retaining collar.

A Bostitch field specialist not only gave a definite answer to the problem quickly...one hand, one blow, with a Bostitch self-feeding hammer...but by borrowing from other customers was able to supply enough "oversold" equipment that same afternoon.

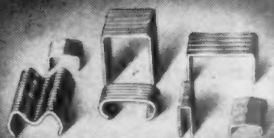
This...and thousands of other cases...illustrates how important are the smallest details...how this war in foreign lands reveals the vital importance of proper packing and shipping...how often the solution to a fastening problem is the application of some well-proved principle.

Bostitch field men...specializing exclusively in stapling...backed by forty years' engineering and manufacturing experience...will help you select...from nearly 800 models...the right Bostitch machine to fasten metal, plastics, wood, paper, cloth, rubber...in any combination.

Write for Folder B132 or information on any fastening application.

Bostitch (Boston Wire Stitcher Company) 63 Duane Street, East Greenwich, R. I. (or Bostitch-Canada, Ltd., Montreal).

Bostitch Staples in most sizes
are now available.



BOSTITCH

*AND FASTER
fastens it better with wire*

ALL TYPES OF STAPLES APPLIED BY MACHINES
ALL TYPES OF MACHINES FOR APPLYING STAPLES

the shop get a 15-minute rest period twice a day. The management agreed, and set aside special rooms where the workers could smoke and lounge about.

Almost immediately, production went up 20 per cent. So pleased were the employers that they hired a full-time nurse, a manicurist, a dentist, a chiropodist and a trained welfare worker to assist Taylor in a grandiose plan for health and happiness.

That's the way industrial medicine goes.

It breeds enthusiasm—by both management and labor.

Making Farm Laws Face the Facts

(Continued from page 30)

about one-third of the nation's cropland and receive about one-fourth of the nation's farm income.

Heretofore, the South's farm problems have been attacked largely through government programs designed to raise farmers' incomes by holding prices of cotton above prices which would otherwise be dictated by competition offered by cotton grown in other countries and by synthetic fibers. Such programs have involved the expenditure of vast amounts of money, and have provided no permanent solution of the South's problems.

Many far-sighted farm leaders believe that a classification along the lines suggested here would demonstrate that southern agriculture is largely made up of small-scale farming units incapable of providing a decent living standard for operators and their families.

Instead of spending money to support cotton prices at artificial levels—levels which incidentally tend to reduce markets for the crop—future programs should emphasize, they say, enlargement of the small tracts to sizes which would provide farm operators and their families full employment and incomes which would provide a decent standard of living.

This program would tend in time to enable American cotton to stand on its own feet in competition with other fibers and with foreign cotton without price-supports or subsidy programs.

Census reports based on a more refined classification of farms would help point out the extent of undersized farms in other agricultural problem areas particularly in the Appalachian and Ozark mountain areas, the cut-over timber areas of the Great Lake states, and the dry-land farming areas of the western plains.

It is conceivable that this proposed classification of farms would completely alter present thinking on agricultural problems and develop new approaches which could, within two or three decades, reestablish agriculture on a foundation of permanent prosperity which would help the nation lift itself to new economic and social heights.

st period
t agreed,
where the
ge about.
tion went
e the em-
me nurse,
iropodist
to assist
or health

medicine

oth man-

aws

ts

0)

cropland
f the na-

problems
through
d to raise
prices of
uld other-
n offered
tries and
ams have
of vast
provided
e South's

rs believe
ines sug-
ate that
made up
incapable
andard for

o support
s—levels
uce mar-
programs
argement
ch would
eir fam-
es which
rd of liv-

n time to
nd on its
her fibers
ut price-

more re-
ould help
zed farms
reas par-
nd Ozark
r timber
, and the
e western

proposed
ompletely
ricultural
approaches
three dec-
n a foun-
ty which
lf to new

SINESS



Why should his worries be yours?

Each year your employees move closer to the twilight of their working lives. Subconsciously, men of forty-five and fifty begin to check off the remaining years, years that seem to slip by at constantly accelerating speed. And, always, there is the dread question: "Will there be enough to make life worth while?"—a question which often causes the hands and mind to neglect the immediate task.

And so an employee's worries *are* your worries.

This is one of the reasons that a pension plan pays. Employees feel a little more secure, do a little better work. It is a little easier to keep good men, a little easier to attract the men you want to have working for you.

Right now conditions are exceptionally favorable to the installation of pension and retirement plans. If you are considering anything of the kind, we will be glad to give you in detail the story of the plans offered by John Hancock.

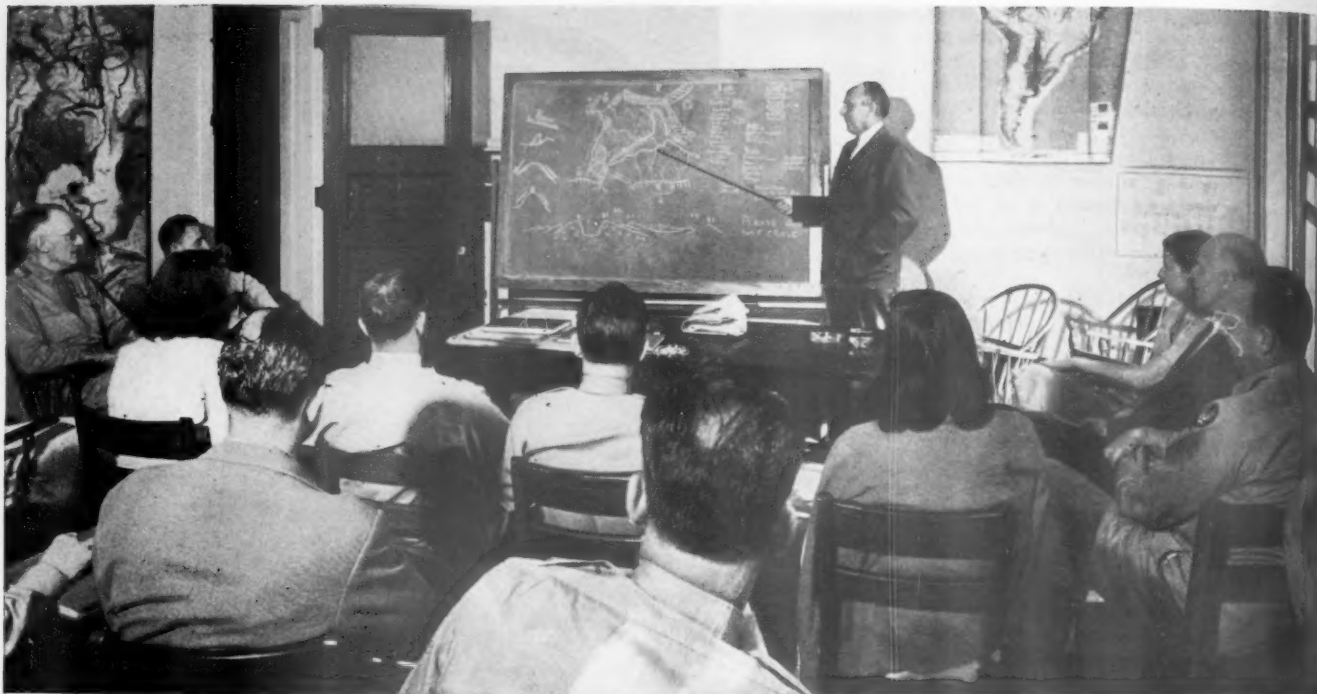
These Hancock plans are broad in scope and unusually flexible. They can be fitted to the needs of an organization of almost any size.

The John Hancock agent in your locality will welcome an opportunity to discuss these matters with you. Or a request to the home office of the company will have our immediate and careful attention.

John Hancock
MUTUAL
LIFE INSURANCE COMPANY
OF BOSTON, MASSACHUSETTS

GUY W. COX
Chairman of the Board

PAUL F. CLARK
President



A class at the Foreign Service Educational Foundation where budding diplomats learn about business—and where business men who plan to work abroad learn about diplomacy

Business Goes to School

By CARLISLE BARGERON

IN a big red brick building on Florida Avenue in Washington, middle-aged business men with five-figure salaries are learning—along with youngsters just out of college—about the postwar world which American industry is to serve.

The middle-aged men and the youngsters go to classes together, eat together, share the same dormitories. At the end of 32 weeks—two semesters of 16 weeks each—they may or may not graduate with an advanced degree, depending on which courses of study they elect.

This unusual place of learning is the Foreign Service Educational Foundation. The Foundation's work has been underwritten for five years by participating business concerns, no one of which has been permitted to contribute more than \$10,000. For each \$2,500 subscribed, a company may nominate each year one member of its personnel for the Foundation's training.

According to its prospectus, the Foundation was established "to prepare students for service with private enterprise representing essential national interests overseas, with government

TO TEACH business men and government officials more about the ways of the world, with a view to increasing foreign trade, American firms are underwriting a unique training center

agencies charged with the conduct of our foreign affairs, and with centers of research and education which contribute materially to the formation of an enlightened public opinion."

In less formal language, the industries backing the enterprise hope to acquaint their salesmen and executives who are going out to other countries with the area in which they are to serve, its people, political set-up, business methods, way of living, and place in the broader scheme of world affairs. Equally important is the training of young men and women for foreign service in government.

Latin America, for example, has complained in the past that Americans hold themselves aloof, do not become a part of the community. Although they

may make sales, they do not seem to create much good will. The hope is that, in the future, each business man abroad will be an American diplomat.

The Foundation is intended also to remedy a situation in which our business men abroad have no knowledge of diplomacy and our embassy and legation officials have no knowledge of business. As

one of the faculty puts it:

"It is a little too optimistic to expect two men to go to this school, study together, be assigned to the same foreign post, one representing business, the other government. But the purpose of the school is to build up a reservoir of similarly trained men and women."

Says a 20-year-old Cuban student, whose cousin publishes one of Cuba's leading newspapers and who aspires to go into the foreign service of some American publication:

"The days of Americans getting by on backslapping are over. They have got to know something about the people to whom they are trying to sell. Heretofore, they have looked upon their stay in South America as temporary. They were camping out, living on their

expenses and looking to the day when they could come back to the United States and spend their money. Other foreigners go down to stay and make their homes and permanent careers. They become a part of the country they are living in."

This youngster is one of five foreign students attending classes at the Foundation. The others are a Czecho-Slovakian and a Pole, both of whose fathers have been in their respective governments; an Indian mining engineer who wants to go back to India and deal with American business; and a young Panamanian who plans to go into the foreign service of his government.

The Foreign Service Educational Foundation operates its educational program in two sections:

1. The Institute for Overseas Service which is primarily for students nominated by firms sponsoring the Foundation; and

2. The School of Advanced International Studies which is for college graduates who aspire to foreign service either with business or with the Government.

The student nominated for study at the Institute for Overseas Service is a man or woman whom the firm plans to send abroad. The firm pays his expenses.

The School of Advanced International Studies is open to youngsters holding an A.B. degree. Tuition is \$500 for the two 16-week semesters; room rates are \$300 to \$350 for the academic

Domestic Commerce when Herbert Hoover headed the Commerce Department, is available as a consultant to any student.

The student named by a participating concern talks over his problems with the faculty. An appropriate course of study is recommended, and it must then be approved by his boss.

It is not anticipated that generally speaking the business men students are interested in getting a degree. Neither is it anticipated that they will as a rule want to stay the full 32 weeks. Eight weeks, however, is the minimum which the Foundation feels any student should remain in its classes.

Special classes open to all

REGARDLESS of whether one is working for a degree or not, all classes are open to all students. In the Institute they get special seminars and lectures on such subjects as International Transportation and Communications, Special Problems in Inter-American Relations, Current Far Eastern Problems, International Security in the Postwar Era, Influence of Military Power in International Affairs, International Petroleum Problems, Position of the United States in World Affairs.

The business man student may select from the Advanced School such studies as Formulation of Foreign Policies, European Diplomacy, 1815-1914, Problems of the Future World Settlement, International Law, International Security



This group is studying German intensively. If five or more at the Foundation are interested in a language, a class is formed

year; board is \$500. Breakfast is served at 7:30 and classes begin at 8 o'clock to accommodate government experts who come by for lectures on their way to work. There are frequent lectures at night, a typical one recently being by Donald Nelson who spoke on the economic situation in China. Dr. Julius Klein, Assistant Secretary of Commerce in charge of the Bureau of Foreign and

Organization, International Economic and Social Organizations, International Commercial Law, Maritime Law, International Economic Relations, International Finance, Comparative Foreign Trade Policies, Current and Prospective Economic Questions in Foreign Policy, Seminar in International Investment.

Pan American Airways has asked the school to prepare an entrance examina-

IN SAN FRANCISCO

On Market Street overlooking the Civic Center

500 ROOMS
FROM \$3

A patrician among hotels
HOTEL WHITCOMB
MARKET AT EIGHTH
KARL C. WEBER
Operator

HOTEL WASHINGTON
GRANT AVE. AT BUSH
In the downtown
Shopping Center
Moderate Rates
PANAMERICANA
COCKTAIL
LOUNGE
Ownership Management—Karl C. Weber

DO YOU WANT
NEW PRODUCTS
DEVICES • PROCESSES
for Postwar Manufacture?

• Our "New Products Service" will enable you to obtain volume items for postwar manufacture without encountering the usual expense and difficulties. Many products now available. We study your facilities and submit only items that deserve serious consideration... Phone, wire or write for details of this service.



NEW PRODUCTS DIVISION
DESIGNERS FOR INDUSTRY, INC.
2915 Detroit Ave., Dept. N • Cleveland 13, Ohio

DO/MORE
Posture Chairs
CUSTOM FITTED
Write for Folder
DOMORE CHAIR COMPANY, INC.
DEPT. WB, ELKHART, INDIANA

Read...

WHAT DO IT PROFIT A MAN?

By VINCENT S. STEVENS

for twenty-eight years Secretary of the Akron Chamber of Commerce, and learn what YOUR Chamber of Commerce can do for YOU.

\$2.00 postpaid

DORRANCE & COMPANY

The Drexel Bldg.

Phila. 6, Pa.

LEADS the WORLD in Smoking Pleasure

**PUR-O-MATIC
BIT**

*Exclusive with
Royal Duke*

SCIENTIFICALLY
DESIGNED TO TRAP
IMPURITIES



Over 2 Million Men Rely
on its Protection

Royal Duke

The shape illustrated above can be had at

\$1.50 \$2.50 \$3.50

CONTINENTAL BRIAR PIPE CO., Inc.
608 Fifth Avenue, New York 20, New York

tion for its employees and plans to send those with the highest grades to the school.

The two moving spirits of this enterprise are Dr. Halford Lancaster Hoskins, director; and Congressman Christian A. Herter of Massachusetts, chairman of the board of directors of the Foundation.

The Foundation's board includes William A. M. Burden, Assistant Secretary of Commerce for aviation; Edward B. Burling, senior partner of Covington, Burling, Rublee, Acheson & Shorb of Washington; William L. Clayton, Assistant Secretary of State; William Y. Elliott, vice chairman of the War Production Board; Under Secretary of State Grew; Coleman Jennings, of Washington; George L. Harrison, president of New York Life; and Paul H. Nitze, special assistant of the War Department; former partner of Dillon, Read and Co.

Business men as trustees

THE trustees include such men as Myron C. Taylor, Wayne C. Taylor, Charles E. Wilson, president of General Electric, Arthur W. Page, vice president, AT&T; Henry R. Luce, publisher; Paul B. McKee, president of Pacific Power and Light; Lewis W. Douglas, president, Mutual Life; Curtis E. Calder, president, American and Foreign Power; James S. Carson, vice president, Electric Bond and Share; Thomas K. Finletter, of Coudert Brothers; Senator Warren R. Austin; Congresswoman Frances P. Bolton, Robert Woods Bliss, and John Cowles, publisher.

Dr. Hoskins is an authority in the field of diplomatic history and in extensive travels abroad has had ample opportunity to observe the need for a more thorough training of American business and government representatives. The present project was launched through his and Congressman Herter's joint effort.

The Congressman, who handles the school's business affairs, has broad international experience. After serving as Speaker of the Massachusetts House, he became assistant to the Secretary of Commerce. Later he was an attaché of the Embassy in Berlin and special assistant to the Department of State, 1917-18.

There was a question with Congressman Herter, Dr. Hoskins and others with whom they originally discussed their project, as to whether it would not be better to wait until after the war. It was decided to go ahead so that any mistakes could be rectified and the project set wholly aright by the time the postwar world appears. It is planned, beginning with the season of 1946, to establish a summer school of eight weeks in New Hampshire. With this, a student really bent on getting a grasp of the postwar world and its antecedents, could cram 40 weeks of study into one year.

Shift Your Business into Higher Gear

with
EXECUTONE
"INTER-COM" SYSTEM



Work flows with greater smoothness—greater speed—the moment you install EXECUTONE. A mere press of a button gives you immediate voice-to-voice contact with any member of your organization. Reports are made—questions asked and answered—without a man leaving his desk, without a moment wasted. EXECUTONE relieves your switchboard of "inside" traffic...saves you time, money and manpower.

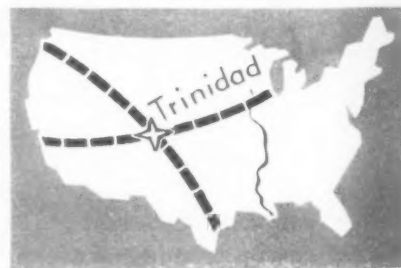
The "inter-com" system selected by the
U. S. Navy for many of our fighting ships.
Write for FREE booklet "H-12"

Executone

COMMUNICATION SYSTEMS
415 Lexington Ave., New York 17, N. Y.
Service in Principal Cities

Are you planning DECENTRALIZATION or RELOCATION?

★ Investigate
TRINIDAD, Colorado



TRINIDAD, Colorado geographically located to serve the nation west of the Mississippi. This city of 14,000 is midway between Chicago and west coast. It has superior transportation facilities north, south, east and west. Cheap fuel, adequate power and water. Home-owning, resident labor available. Delightful temperate climate.

For complete information address E. O. Schoembt, Mgr., Chamber of Commerce, Trinidad, Colorado.

The World Beats a Path to Our Doorstep

(Continued from page 27)

9,269; 12,038 in 1942; 16,328 in 1943; and 23,630 (more than four times the yearly average for 1931-40) in the fiscal year ending June 30, 1944. The figures are from the Immigration and Naturalization Service of the Department of Justice. In the first six months of the present fiscal year, 9,409 more arrived.

The Immigration Service keeps a separate record of officials, families and

employees of foreign governments who enter the country. The United States sets great store on visas. Whether it is Mr. Churchill or an ambassador coming as a guest of the president or a group of Mexicans entering to work on a railroad section gang in Texas, each must have a visa. As non-immigrants, they are not compelled to answer the immigrant's catechism, but the red stamp must be on their documents.

Thus, our Immigration Service knows how many representatives of foreign governments enter the country. Its knowledge stops there. Unlike other immigrants or non-immigrants—the latter, temporary visitors for business or pleasure or travelers in continuous transit through the United States—representatives of foreign governments can depart, or remain indefinitely, as their duties require. They are excepted from the requirement for departure permits.

Consequently, there is no record of how many of the 80,000 still are in the country. They, alone of 600,000 who entered in those years, are lost to our Immigration Service. Many finished their business in a few days or weeks, others were replaced by new arrivals when their tour of duty in the United States ended, and others have been here for years.

Foreign Soil in Washington

FORTY-ONE nations own real estate in Washington. Here is a list of their properties, showing size and assessed valuations with improvements, as compiled by the District of Columbia Assessment Directory Service of Rufus S. Lusk:

Recorded Owner	Sq. Ft.	Value
Kingdom of Afghanistan	18,225	\$ 133,651
Government of Argentina	15,561	162,986
Belgian Government	9,408	140,969
Republic of Bolivia	30,000	105,000
United States of Brazil	69,530	261,832
Dominion of Canada	16,632	188,233
Republic of Chile	9,525	147,750
Natl. Govt. of Rep. of China	18,509	258,199
Republic of Costa Rica	12,258	58,720
Republic of Cuba	29,879	222,188
Czechoslovak Republic	8,457	115,375
Minister of Denmark to the U. S.	1,910	15,918
Dominican Republic	39,213	101,613
Royal Government of Egypt	11,767	121,390
Empire of Ethiopia	18,249	57,098
State of France	180,237	539,069
Republic of Germany	44,130	301,705
Commissioners of His Majesty	220,191	1,218,306
Government of Greece	9,231	133,146
Republic of Guatemala	6,380	77,620
Government of Iran	26,310	140,775
Govt. of H. M., King of Italy	37,666	332,456
Empire of Japan	123,750	491,763
Republic of Lithuania	17,035	64,151
HRH Grand Duchess of Luxemburg	3,874	99,007
Republic of Mexico	34,551	226,140
State of Netherlands	27,563	332,751
H. M. Geo. VI for New Zealand	41,785	169,556
Royal Norwegian Government	27,992	125,684
Republic of Panama	39,000	78,000
Republic of Poland	16,721	158,163
Royal Rumanian Government	6,542	118,192
Kingdom of Spain	29,995	234,484
Royal Swedish Government	12,432	163,951
Swiss Confederation	9,122	9,122
Royal Siamese Government	17,460	102,042
Turkish Republic	14,502	392,510
Union of South Africa	24,600	163,561
Government of the USSR	19,172	447,210
Govt. of the U. S. of Venezuela	28,404	188,559
Kingdom of Serbs, Croats & Slovenes	15,250	129,344
TOTALS	1,343,018	\$8,528,189

Twenty-four nations do not own embassy or legation sites in Washington. The properties of three others are sequestered as enemies.

British in majority

LACKING official figures, or means of obtaining them without a census of scattered offices, 40,000 seems a modest estimate of such representatives of foreign governments in the United States at the present time.

Tabulations show that 36,977, or more than 52 per cent of a 70,674 total for four and one half years, came from countries in the British empire. More than half, or 19,003, of the British representatives were from England but the group also included: Canada, 12,456; Australia and New Zealand, 2,254; Scotland, 1,930; Wales, 481; India, 461; North Ireland, 239; and Newfoundland, 153.

The Soviet Union followed with 3,808; China, with 2,872 (600 additional technicians have recently arrived); France, 890; Netherlands, 869; Norway, 715; Poland, 450; Eire, 397; Spain, 264; Sweden, 240; Switzerland, 217; and finally Palestine with three.

The 40,000 representatives would make a fair-sized city. It would be the most cosmopolitan city in the world with inhabitants speaking all languages, worshipping all creeds and steeped in all customs.

Though as different as the many countries which they represent, these visitors have one purpose in common:

Their presence is a recognition that the United States is the outstanding factor in the future of the world and of each of the widely varying countries. Their internal policies must be adjusted to harmonize with decisions made by this country.

The stand the United States takes in world affairs, its changing domestic situation and, more than all, the economic assistance which these countries can expect from the United States, is a vital concern to each of them.

Never before has a single country had such an opportunity to influence other nations and the entire world.

Although the normal staffs of embassies and legations have doubled and trebled, these account for only a frac-

tion of the estimated 40,000 foreign representatives in our land today.

The "Blue" diplomatic list—so called from its cover color—which the State Department prints each month names 565 senior diplomats (one is a woman) and 459 wives, daughters and women relatives from 56 embassies and legations. It is intriguingly domestic. All diplomats from El Salvador, Estonia, Iceland, Lithuania, New Zealand, Thailand and the Soviet Union are accompanied by wives. No sons are listed. Also, "absent" in parentheses, appears after several wives' names.

2,430 in diplomacy

THE "White" list, mineographed for the same month and listing lesser diplomats and employees, has 1,406 names. Both lists thus total only 2,430 who are concerned with affairs of diplomacy and statecraft.

The other thousands are on business outside the conventional field of diplomacy.

Although comparatively few are concerned with the higher strategy of military operations, the range of their activities is wide.

The British Empire has 65 different agencies recorded with the State Department. Others have fewer but the country which has none is rare. They are designated as missions, agencies, boards, delegations or what suits a country's pleasure. Functions are described as supplies, procurement, production, shipping, commerce, information, trade, air, military, naval or purchasing.

Practically, they present the needs of their countries, keep informed on what supplies are available and try to get their share; inspect what is allocated and insist that, so far as possible, it satisfies their own country's tastes or prejudices; see that the supplies cross the water and keep books on their side of the ledger.

Since they deal directly with branches of our Government, most of the missions are located in Washington, already overcrowded by our own war expansion.

Almost without exception, they occupy rented property. Foreign governments seldom buy Washington real estate except for embassy and legation needs. That is tax exempt. Property for commercial use, the purpose of the missions, would not enjoy that privilege. Governments, thrifty or anticipating their sojourn will end, are tenants.

They must negotiate like ordinary tenants for space though, when their work is necessary to the war, our Government has taken properties for their use. They depend on the War Housing Center to provide living quarters for the overflow from their own buildings, particularly home-loving Russians who arrive with wives,

children, servants and even have a kindergarten of their own.

While every foreign government has required additional living quarters in Washington for its enlarged staff and the personnel of its numerous missions, at least 25 also have expanded into rented office space. Some merely have added office suites or former residences while others have taken over entire office buildings, apartment houses and hotels. Though our Government has been adverse to locating offices in residential districts, shortages have forced foreign missions to take what they can get.

Canada has offices in the five-story, 43-suite Marshall apartments, in two other apartment houses and in the Department of Commerce Building.

France took over a new six-story building of 41 apartments and five other apartment houses in different parts of the capital.

Great Britain has for either offices or residences the Arlington, Grafton and Prince Karl hotels, more than 500 rooms; the McCormick mansion, more imposing than commodious; the Greenbriar, Bradford, Kedrick, Vancouver and John Marshall apartments, about 1,500 rooms; and the office floors of the Barrister, McGill and Peyser buildings, five to seven stories.

The Soviet Purchasing Commission occupies the 95 apartments of the imposing Yorkshire and smaller apartment buildings in the neighborhood.

Netherlands has parts of four office buildings.

Tax-exempt properties of foreign governments will be discussed by Charles J. Rush, secretary of the Washington Real Estate Board, on any occasion. Under diplomatic procedure, our Government is also exempted from

assessed value of the exempt property, the Government assumes an arbitrary percentage of the local budget, rarely satisfying the taxpayers.

Property of a foreign government used for diplomatic purposes is foreign soil in the country where it is located and is not only exempt from taxes but must not be invaded by local police or armed forces. A diplomat, his employees and domestic servants, if of the same nationality, also are immune from any legal processes, civil or criminal. This is an old custom, seldom violated through the centuries. It became part of American law by Section 232, of a federal statute of April 30, 1790, one of the first ever passed. Except for the employees and servants, diplomats are also exempt from taxes and customs duties, from inspection of baggage or of official mail.

Consuls have immunity from legal processes only for misdemeanors. If one goes beyond that, he can be sued or prosecuted like any citizen. Also, his customs privileges are reciprocal—the same as his country gives to Americans of the same grade.

The State Department has a Division of Protocol to administer these niceties. With the advent of rationing and the impropriety of a diplomat approaching other branches of the Government, the division has added another official for that duty. Through the State Department, diplomatic personnel receive the same food and shoe rations as American citizens. If, however, an ambassador or minister or government gives a dinner for 200 guests or a cocktail party for 2,000, the department provides extra rations for the occasion. If a lesser dignitary of embassy or legation has similar ambitions, he must depend on a public caterer. His home government or friends always can send him food or drink.

Gasoline for diplomats

WHEN it comes to gasoline or fuel oil, ambassadors and ministers can drive freely and not shiver in their embassies or legations. Each one gets a "C" gasoline card for his personal car and for government cars. If he owns more than one—one ambassador from South America has three—the others get an "A" card with a "B" for occupational driving as do any other members of the staff who own cars. All get free licenses but must qualify for drivers' permits.

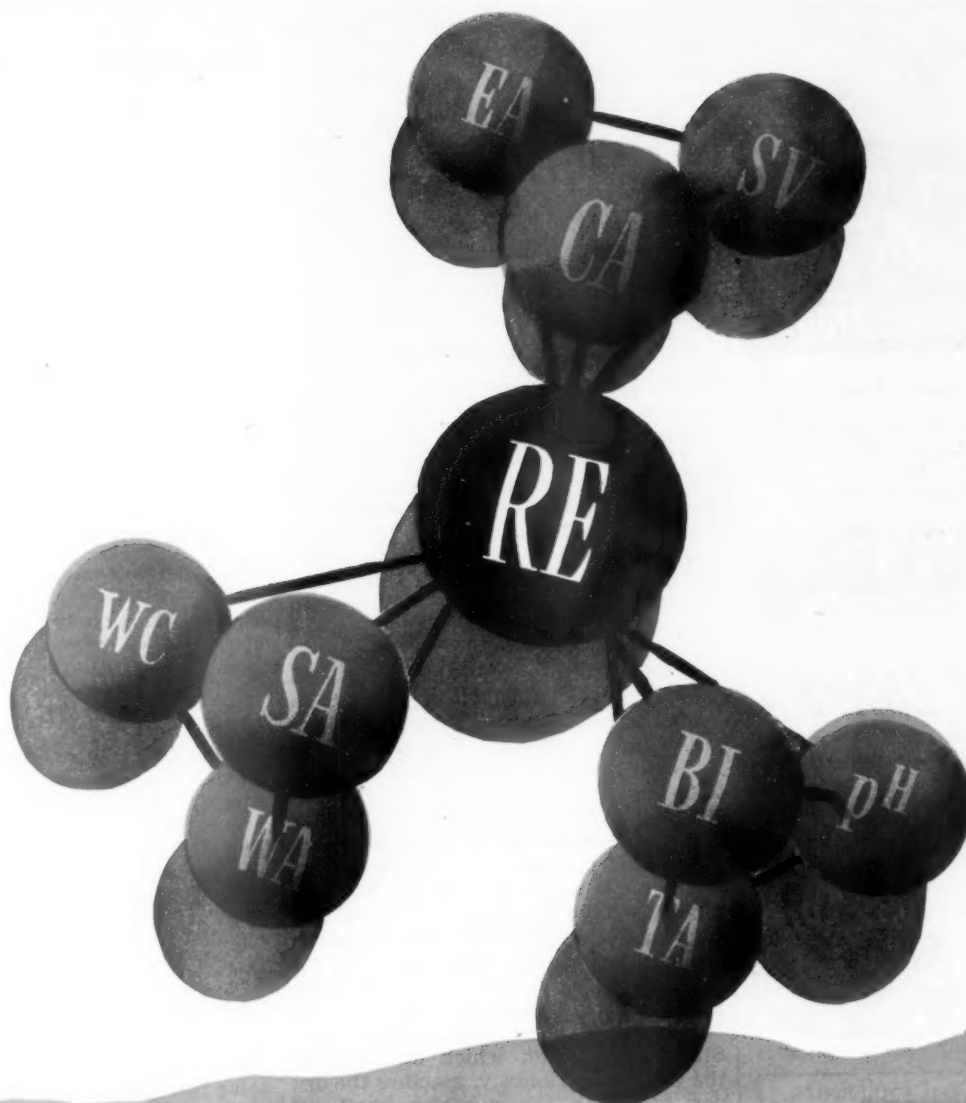
When diplomacy reaches automobiles, protocol and precedence are in full bloom. The District of Columbia issues a special free tag for diplomats' cars with the letters "DPL" preceding the license number. When such a car rolls out onto a highway, the immunities and privileges of diplomacy go to town for both car and occupants.

If a car with such a tag parks in front



A diplomat may park by a fireplug without arrest although he might be sent home

taxes on property which it owns in foreign countries. To equalize the burden on Washington taxpayers—the tax-exempt property of our own Government being many times that of foreign governments in the city—Congress appropriates a lump sum toward the city's expenses. Instead of computing it on the



THIS IS WHAT HAPPENS WHEN YOU WASH AN AIRPLANE

Correctly cleaning an airplane is no simple operation... these elements must go into action...

Wetting Action (WA) must lower surface and interfacial tensions and allow the cleaning solution to penetrate to surface of the base. Emulsifying Action (EA) must disperse grease and oil as tiny globules, and by suspension prevent redeposition. Solvent Action (SA) put soils into solution. Colloidal Activity (CA) must disperse solid soils into minute particles which may then be easily removed. Water Conditioning (WC) removes or controls the elements which cause water hardness.

Correct Buffer Index (BI) assures ability to absorb either alkaline or acid soil, thus prolonging efficiency of the solution. Proper pH assures the correct measure of energy of alkalinity and Total Alkalinity (TA) must supply maximum active cleaning energy.

In formulating a cleaning compound, there-

fore, it is obvious that no one factor is a magic key to all problems. The answer is in determining the relative value of all these factors as they apply to your problem.

Putting these factors into correct balance is a responsibility you can entrust to Turco chemists—a responsibility for which their two decades of Research and Experience (RE) have well qualified them. Take your problem to Turco.

For a fuller explanation of these vital factors, write for Turco's Booklet on your firm letterhead, please.



TURCO

INDUSTRIAL CHEMICAL COMPOUNDS

TURCO PRODUCTS, INC. Main Office and Factory: 6135 S. Central Ave., Los Angeles 1, Calif. • Southern Factory: 1606 Henderson St., Houston 1, Texas • Chicago Office and Factory: 125 West 46th Street, Chicago 9 • Offices and Warehouses in All Principal Cities



Make Stationary Equipment Portable— On EWC Mountings!

Almost any good piece of equipment can be made better by giving it mobility. Let our engineers work with you to develop plans for the use of EWC Wheels, Axles, Springs, and Tongues in your production. Write today for details.

EWC WHEELS
Electric Wheel Co., Dept. NB Quincy, Ill.

BRIGHT LIGHT ALWAYS...with Rechargeable Flashlight Battery!

Strong, steady light from your flashlight is assured with General rechargeable flashlight storage battery. Great economy in use. Can be recharged several hundred times, each charge giving service equal to two ordinary size "D" dry cells. Write the General Detroit Corp., Dept. 8-C, 2270 E. Jefferson, Detroit 7.



MARSH
STENCIL MARKING

PAID for itself four times the first year," say users of Marsh Stencil Marking! Three sizes to meet Gov't Spec., 1", 3/4", 1/2". For sample stencil, shippers' handbook and prices, pin this to business letterhead, with your name.

MARSH
STENCIL MACHINE CO.
72 Marsh Building,
Belleville, Ill., U. S. A.

Continental Atmosphere

THE Carlton

TARIFF from \$6

FRANK E. WEAKLY, President

16TH & K - WASHINGTON, D. C.

of a fireplug, is pulled up for speeding or for any traffic violation, a policeman may speak to the driver, respectfully, but he must not give him a ticket or, most terrible of all, haul him to a local jail. When a rustic constable, unversed in Washington protocol, oversteps, the howl of protest can be heard around the world. One country even threatened to sever diplomatic relations—it was before lend-lease—and its minister went home in a huff because he was arrested for a traffic violation.

The diplomatic way

THE procedure—for the benefit of hinterland traffic officers who may flag down a "DPL" car—is:

The policeman writes a report for his commanding officer who forwards it to the Chief of Police who passes it on to the Mayor who writes a letter to his Congressman who refers it to the State Department. It has now reached a suitable "level" for diplomatic discussion and the august machinery of state takes it up with the head of the embassy or legation, either by mail or in top hat, spats and cane. The latter refers the unpleasant incident to his home government and eventually the offender is either recalled as *persona non grata* or warned not to park again in front of a fireplug.

This is only incidental to more serious diplomatic mummery. A diplomat does not send a messenger to the District Building to take whatever free tag happens to be on top. The Automobile License Bureau observes the same protocol and precedence as a hostess seating the guests at an official dinner.

Each year when tags change, the State Department, which understands the kinks of diplomacy, specifies the order in which the numbers shall be issued. Countries are separated into those having embassies and those with legations. Then the countries in each group are arranged by seniority, as fixed by the date when the present head of the embassy or legation presented his credentials to the president.

W. Bostrom, Minister of Sweden, presented his credentials on Feb. 9, 1926, but, since ambassadors always precede ministers, Senor Dr. Don Francisco Castillo Najera, Ambassador of Mexico, who did not arrive until Feb. 20, 1935, gets No. 1, and Mr. Bostrom gets No. 32.

Having queued up the diplomats, the State Department reserves the numbers under 100. These are only for the top ranking diplomat from each country. If one of them wants a tag for a second car or for his wife or children or for others in the embassy or legation—with their present swollen staffs, some have as many cars as a taxicab company—those applications are bunched and receive numbers above 100. Also those who are not around for the first distribution must wait for another license period to get a low number befitting their rank and seniority.

The rank of each ambassador and

minister, as shown by his automobile tag, and the number of free "DPL" licenses issued to each embassy and legation are recorded by R. J. Werner of the Washington Auto List Company, as follows:

Rank	DPL's	Rank	DPL's
1. Mexico	17	30. Turkey	7
2. Brazil	20	31. El Salvador	2
3. Venezuela	9	32. Sweden*	15
4. Spain	9	33. Lithuania*	1
5. United Kingdom	52	34. Latvia*	3
6. Poland	17	35. Eire*	2
7. Uruguay	9	36. Egypt*	7
8. Paraguay	4	37. Denmark*	6
9. Netherlands	28	38. Switzerland*	14
10. Norway	18*	39. Iran*	8
11. Greece	5	40. Thailand*	1
12. China	28	41. Luxembourg*	5
13. Honduras	1	42. Iceland*	2
14. Haiti	4	43. Iraq*	3
15. Czechoslovakia	8	44. Afghanistan*	2
16. Nicaragua	3	45. Ethiopia*	1
17. USSR	19	46. U. of S. Africa*	2
18. Costa Rica	2	47. New Zealand*	8
19. Portugal	4	48. Australia*	10
20. Peru	9	49. India Agy. Genl.	4
21. Ecuador	1	50. Panama	3
22. Chile	8	51. Italy	6
23. Bolivia	5	Colombia	4
24. Cuba	13	Yugoslavia	3
25. Guatemala	4	Argentina	7
26. Dominican Rep.	8	Syria*	1
27. France	13	Lebanon*	0
28. Canada	10		
29. Belgium	12		
		Total	486

*Legations

Though they also are representatives of their governments, many of them important, the thousands who make up the special missions do not share in the rare privileges and immunities of diplomacy. The State Department does not serve or intercede for them. They must negotiate with local ration boards. The Treasury Department does exempt them from income taxes on their official salaries but not from any income from American sources. If their country permits itinerant American representatives to bring in packages without paying customs duties, they are given the same privilege.

Although war necessities brought these foreign missions to the United States, they will undoubtedly remain to meet the demands of peace. The situation has little changed since the fighting ended in Europe. In fact, France has asked the Washington Center of the National Housing Agency to provide living quarters for 2,000 more employees, many with families, who will arrive this year for its supply mission.

With lend-lease the United States became the world's greatest source of raw materials and, with the combined boards sitting in Washington, it also became the center which controlled world shipping and the supplies of raw materials, munitions and manufactured goods from all countries not under Axis domination.

Today lend-lease still operates. In addition UNRRA, the United Nations Organization, international negotiations on rubber, oil and other natural resources, accumulation of stockpiles and the various global agreements in which the United States is partner, will provide much to keep the missions busy.

The United States has become an important factor in the future of every nation and each one will send its best business brains to advance its claim.

Managed Economy in Action

(Continued from page 32)

tion quotas! The proportions of our overseas sugar shipments are indicated by the official reports of FEA covering the first five months of the current year—106,700 tons on lend-lease, plus 2,761 tons to the United Nations Relief and Rehabilitation Administration, plus 60,000 tons allocated to Spain for shipment during the remainder of '45. These combined overseas allocations for five months about equal a full year's requirements for 5,000,000 U.S. civilians at the current ration of 72 pounds year-ly *per capita*.

Too little and too late

BY October, '44, it dawned on those in charge that our prewar sugar stockpile was disappearing rapidly. So, in opening negotiations for the '45 Cuban crop, they lifted the production ceiling to 5,000,000 tons. At the same time, U.S. beet planters were authorized to increase their acreage by 50 per cent—the first relaxation of the '37 acreage limitation. A "sugar budget" then was drawn for 1945, based on an expectation of 10,000,000 tons of total supply from all sources, including 1944 carry-over.

But a severe drought hit Cuba in November, '44, bringing a rainfall deficiency of 41 per cent as of May '45, when the Department of Agriculture reported:

"The 1945 sugar crop was about 1,000,000 tons less than it would have been with normal rainfall. Growth of new canes for 1946 production has been delayed as much as two months, and much cane planted this spring failed to germinate."

Thus it was that we operated during the first half of '45 on a sugar budget which was, in fact, at least, 1,000,000 tons overdrawn before we started.

Late in June, this year, the planners perceived that normal operating reserves were disappearing from the supply pipeline. Bakers and food processors were closing down for a day or two at a time awaiting sugar arrivals.

In a desperate stroke to bring the year's sugar budget into theoretical balance after six months had passed, a new national plan was devised. It simply cut consumption allocations from 86 pounds to 72 pounds *per capita*, made canning sugar allotments optional in the discretion of local ration boards, slashed industrial quotas by another 20 to 40 per cent, placing most users on a 50 per cent ration, based on 1941 consumption.

After all this had been announced officially, WFA admitted publicly for the first time that no sugar could be expected from the liberated Philippines until 1947 or later. With the recapture of Leyte late in '44, Philippine sugars had been incorporated in the '45 budget—a paper transaction in sugar which four years previously had been burned



Mississippi's Invitation

DOWN THROUGH THE YEARS Mississippi has been first in a series of contributions to the Nation. Today we have facts and figures to show that Mississippi is America's State of Opportunity.

The state government is the friend of private enterprise. We are committed to a policy of fair dealing with all those engaged in activity in our state.

Mississippi invites industry to come within her borders and help us plan and work and enjoy the fruits of our labors.

Thos. L. Bailey
GOVERNOR

AMERICA'S STATE



OF OPPORTUNITY

MISSISSIPPI

AGRICULTURAL AND INDUSTRIAL BOARD

NEW CAPITOL BUILDING • JACKSON, MISSISSIPPI

Pre-War Demand Will

Come Double!



POST-WAR DEMAND for cash registers is figured at twice normal size. Full production won't be reached right away. That's why it's smart to plan *now* if you need cash registers.

These registers are representative of a good part of the Ohmer post-war Cash Register line—lever types with Pre-Indication and compulsory keyboard types both. Those shown are de-

velopments of popular pre-war Ohmer models—cash registers whose sturdiness and dependability through heavy-duty wartime service have won so many merchants' allegiance.

There are modifications of these models to fit every use. *And there'll be a brand new series* announced. Whatever your needs, you'll be able to count on an Ohmer to serve them best.



Plan now—get your new Ohmer sooner. As before, Ohmer will offer a wide variety of features producing completest data and fullest protection—compactness and flexibility for outstanding performance—attractive appearance plus built-in Ohmer craftsmanship—complete range of models. *Tell us by letter or through your dealer what your requirements might be. It will help us serve you sooner.* Ohmer Register Co., Dayton 1, Ohio

OHMER

CASH REGISTERS for every type of retail store
FARE REGISTERS & TAXIMETERS for transportation
TOOL CONTROL REGISTER SYSTEMS for industry

MANUFACTURERS OF REGISTERING EQUIPMENT SINCE 1898

to the ground by the invading Japs, many of the fields being now in full production in rice.

Professor Tugwell, meanwhile, had moved from Washington to Puerto Rico as Governor General. There a new program of land reform had been launched. The Congressional Food Inquiry asked about this experiment and got the answer, in April '45, that Puerto Rico's sugar production had declined from 1,150,000 tons in '42 to 725,000 in '44. The '45 production is estimated at 850,000 tons. Testimony of the Puerto Rican sugar producers is revealing:

"This decline in Puerto Rico's sugar production is particularly regrettable and inexcusable when we recall that Puerto Rico not only has no labor shortage but actually has a critical unemployment problem requiring a huge work-relief program. . . . Despite the fact that the Island's sugar production could be increased without in any way impeding the war effort, there appears to be a deliberate attempt to reduce, rather than increase, sugar production in that territory. . . .

"Part of the sugar shortage appears to have been deliberately planned by the government officials involved. The rest can be charged to poor judgment. The distressing fact is that not one of the federal agencies responsible is making a single move to offset the shortage, or to avert the even worse shortage which we face next year."

Draft of a food cartel

DRAFT proposals for a United Nations Food and Agricultural Organization, as formulated in the Hot Springs, Va., conference of May, '43, and presented to the Congress for ratification on April 12, '45, are based primarily on the Tugwell sugar program, as adopted in 1937. For each commodity to be cartelized, each participating nation would be given a production quota—in wheat, cotton, peanuts, wool or coffee.

Each importing nation then would be allocated a percentage of each producer nation's surplus. On paper, everything would be in perfect balance—just as was our '45 sugar budget before we discovered the Cuban drought and the Jap plundering of the Philippine cane areas.

To date, 19 nations have become members of the United Nations Food and Agricultural Organization. Adherence of the U.S., through congressional ratification of the Hot Springs charter, would bring the organization into being with the needed 20 charter members. The matter now is before the House Committee on Foreign Affairs.

Perhaps there is a constructive purpose to be accomplished by such a world organization to administer production quotas and food budgets. But, if the history of the past eight years in sugar quotas is a sample of the practical results of government cartels, perhaps it would be wise to lumber along with the competitive enterprise system, in which price functions as the daily moderator of supply and demand.

About Our Authors

James Tanham: Is vice president of the Texas Company with offices in New York. Recent experiences as an Industry Member of War Labor Board panels inspired this article.

Gerald Movius: Is a new member of the Chamber's writing staff. He came to us with, he says, "the business background of a barn swallow," but with extensive writing experience on newspapers and as a free lancer whose work has appeared in "Liberty," "The Saturday Evening Post" and other magazines. On the present assignment he was told to "write the story of the National Chamber for the year 1944 as you would write it as a free-lance for any magazine."

John LaCorda: Appears with us again after several months absence in the course of which he has been writing for other magazines and for the Philadelphia Evening Bulletin.

Ovid A. Martin: Covers agricultural subjects for the Associated Press.

Whiting Williams: Wrote his first book on labor conditions in 1920 after learning them first hand as a worker in coal mines and steel plants. He has continued to dig knowledge about workers out of ditches as well as out of books, both in this country and in other parts of the world. He was a member of the Hoover Commission on Food for the Small Democracies, has lectured on labor and management problems before several universities and has been an adviser to several large employers on the same subjects.

Sgt. C. M. Buchanan: Has been overseas almost two years observing GI's working and fighting. A field correspondent with the Public Relations Office, he has visited docks, shops, depots, rail yards and battle fronts in China, Burma and India. Before entering the Army he had 12 years experience in publicity and advertising work.

E. W. Hullinger: Has been almost everywhere as a newspaper correspondent. At present he is free-lancing in Washington.

Carlisle Barger: Is a well known newspaper man, columnist.

Rosemary Taylor: Is the author of "Chicken Every Sunday" and other popular books and articles. Because she can't work at home, she has a desk in the laundry she writes about in this story and is turning the check for this manuscript over to "Letter from Home."

Your letters are executives, too. They transmit your policies and implement your decisions. As executives, they represent you and your business. To function successfully, they must have an air of authority. In bearing and appearance, as well as in speech, they should live up to the standards that you set for yourself.

Your letters will have the executive distinction

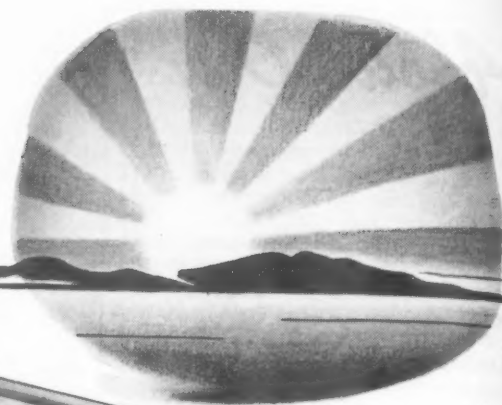
that you demand of them if they are written on Ecusta Fine Flax business and air mail paper.

Ecusta paper, made by a new process from American-grown virgin flax fibre, is the most distinguished stationery in America today. Clear white, subtly textured, this paper exemplifies dignity and character.

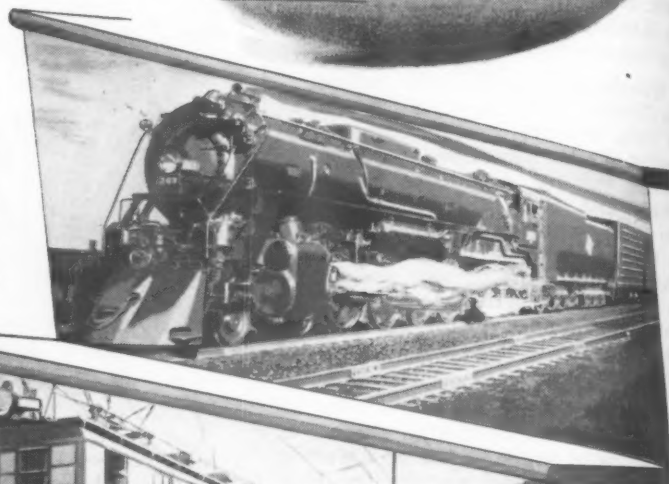


ECUSTA PAPER CORPORATION
PISGAH FOREST • NORTH CAROLINA

4 Steps toward TOKYO



1 Over The Milwaukee Road giant 4-8-4 coal-burning locomotives speed military traffic across the prairie and great plains states to Harlowton, Montana—1,335 miles west of Chicago. This is the first step on the long, hard road to Tokyo.



2 Mighty electric locomotives, powered by electricity from mountain water power, haul heavily-loaded, 100-car freight trains swiftly over the Belt, Rocky and Bitter Root Mountains. This electrified zone extends for 440 miles via The Milwaukee Road.



3 5400 h.p. Diesels maintain the pace westward from Avery, Idaho, past Spokane to Othello, Washington. For 226 miles the route is along the shadowy St. Joe River and through the rugged Coulee Country.



**THE
MILWAUKEE
ROAD**

11,000-MILE SUPPLY
LINE FOR WAR AND
HOME FRONTS

4 The last leg via The Milwaukee Road—"White Coal" again for 216 miles—over the Cascades and down to the sea. At Seattle-Tacoma, and other Pacific Ocean ports, rails end and the Navy and Merchant Marine take on the overseas transportation job.

To get his fighting men to their homes and then on their way to Tokyo, Uncle Sam is depending on his Railroads. They must not and *will not* fail in carrying out this tremendous responsibility.

Rep

WHE
varia
casse
living
starte
shiver
tions
lot in
and s

"Be

good

He

as m

Grove

Great

we w

prairi

opene

the w

leghar

straig

hood

hold o

becau

an ho

tered

though

we w

Woe

NO O

us at

as sin



a Bar

woman

chine

by a c

couldn

grand

powde

were t

He thi

could

for an

time

rope.

would

He's

THAT

more t

NATI

Capital Scenes... and What's Behind Them



Report on growing pains

WHEN Judge Vinson introduced his variation on the two-chickens-in-every-casserole thought "we must get used to living better than we ever have" he started one of our senatorial historians shivering. He does not like these predictions of future profit. Once he bought a lot in Florida for a grapefruit orchard and sold it for a rattlesnake farm.

"Besides which," says he, "it isn't good for us to be too rich."

He observes that we never have held as many aces nationally as during Grover Cleveland's term. We pushed Great Britain out of Venezuela because we were a raw and husky lot. On the prairies we lived in sod houses with the openest plumbing imaginable—open all the way from Death Valley to the Alleghenies—we drank our whisky straight and hollered, and the Brotherhood of Man had never really taken hold on us. We were tough and practical because we were poor. No doubt many an honest heart beat beneath our tattered shirts. He does not pursue this thought further. He only observes that we were hard to curry.

Woe, woe, we got rich

NO ONE wanted any part of a war with us at that time. We looked on dukedoms as sinkholes into which our daughters



poured money and no ambassador dared wear knee pants at the Court of St. James. We began to get filthy rich. We had all kinds of raw materials, and so much ingenuity that an American with a Barlow knife and a bad-tempered woman would turn up with just the machine that would be needed tomorrow by a country that was going so fast it couldn't catch up with itself. Our lean granddads knew enough to keep their powder dry. Their fat grandchildren were taken for a ride by most everyone. He thinks the most salutary training we could have is to be as busted as an egg for another generation. It would give us time to study the dizzy politics of Europe. A tough, hard, hungry nation would not finance a Third World War.

He's willing to bet—

THAT there isn't one American in 1,000, more than 62 years old, who knows what

protocol is. The one who does thinks protocol is a blueprint of the refined method of wearing striped pants. He thinks that the first time the growing youth learned that the State Department had a straw boss in charge of protocol the revelation amounted to a minor scandal. Nowadays protocol is the reason why we can be pushed around.

"Take that vote at San Francisco on free discussion of everything by the Big Three."

Eviatt of Australia only lost his fight for free discussion in a league which was ostensibly formed to make sure of free discussion because they protocolled him. Even Ed Stettinius bore down. The argument was that it wouldn't be nice to let the nations know there were bugs in the oatmeal. Some delegates from the small nations walked out, but kept a protocol silence. The men remembered in history, he said, are not remembered because they are so all-fired nice.

So we have free elections

THOSE who love their protocol are confident that the small, unhappy, poor nations of Europe will be encouraged to have free elections. If a country does not want to throw in with Russia, for instance, it will assemble its voters at the polls some cold morning and they will vote. If the majority says "no" then Russia will take her samovar and go home. No shooting, no crucifixions, no slapping of students. But listen to Dr. Charles O. Pergler. He is an American citizen, the Dean of Law at a University in Washington, and by some clouded process was a member of the Czech parliament and later in the Czech diplomatic service:

"Czechoslovakia," says he, "at one time had 17 political parties. Thirteen of them were outlawed. No votes. Three of the remainder were leftish. They could vote. The fourth and last was more leftish than not. It could vote."

The elections in which the four voted were free. Under protocol we like it.

A Gallup on Truman

A GALLUP poll shows that roughly 90 per cent of the polled voters of both parties think President Truman is as right as rain. He has made no noticeable mistakes yet. On Capitol Hill even the men

in the opposition wish him good luck. They hope he will make no mistakes. He is a Democrat, and he is expected to play his party's game, but no one seems to be complaining about it. Mr. Roosevelt was supported by a sonorous, bright-eyed, mostly well intentioned but undeniably hungry majority which knew more about the uses of publicity than the current Republicans could ever learn.

On Capitol Hill, where politics is a business, the feeling is that the voters think of Roosevelt as the Great Lover, but that Truman will make a better husband.

A fall for protocol

IT IS believed here—an article of faith—that President Truman will comb out the State Department. No president has ever been able to do that. See this column in the July issue for a review of the reasons. The Department is filled with nice men coiled in protocol. The complaint is that they have lost sight of the American point of view. They think more of the forms than of the substance. Once a State Department agent in one of the hottest prewar spots was called home for a consultation:

"But I have been reporting on the situation each week by cable or letter."

His reports had been received, filed, and not read. He was not regarded as a good agent because he did not have much money and could not entertain society as it expected to be entertained by Americans.



It is believed that—

PRESIDENT Truman will ease out of the Department the men who have not made good, no matter how well their wives look on the society pages or how much money the diplomats may have. The word goes that he will try to staff the Department with hard-headed Americans—like smalltown men—and because they cannot function unless they can get about with their opposite numbers he will try to get larger salaries and more realistic expense accounts for them. It is believed the Congressmen will see the wisdom of this, in view of the fact that they gave their own expense accounts a boost not long ago.

A tea-leaf prophecy

THOSE who have been saying that Gen. Brehon B. Somervell—the All American Spender—is due for another, but different, wreath of laurel based that prophecy on a study of the reports of the Truman committee. Those reports, by the way, are practically priceless now. They show Mr. Truman in there pitching. Prognosticators learn from them what and whom Truman did not like when he was going over our national accounts.



kee
for
own
and
l and
take
a job.

o Tokyo
will not



"I finish an hour sooner with MARCHANT!"



"MARCHANT's easy operation and high speed mean even more to me than to the boss. I rarely have a last-minute pile up of work. My trusty Marchant takes me through the day with time to spare...without fatigue or nerve strain."

P.S. my boss says

"We study and compare every calculator—feature by feature, advantage by advantage. Our latest review proves that Marchant is once again the leader—years ahead in Multiplication, Division, Addition and Subtraction."



Now Available
Without Priority



Marchant Calculating Machine Company
Home Office: Oakland 8, California, U. S. A.
SALES AGENCIES AND MANUFACTURER'S
SERVICE STATIONS GIVE SERVICE EVERYWHERE

When he dealt with the good General he raised a blister.

Somervell bought more goods, from tanks to knitting needles, than were ever bought by one American in all history. All the Army's supplies were bought through his S.O.S. He has tremendous energy, and is a free-swinging in debate. He had a way of blaming American business if things went wrong.

Too much top sergeant

ONCE a reporter called at the S.O.S. to get a story. It proved to be a good story. It reflected credit on the S.O.S.



Before he left the Pentagon he was called before a double-browed Colonel—a West Pointer, one of the fortunately small class of Army men who like to bellow down the stairway at civilians, and a man of unquestioned competence:

"Understand," said he to the reporter, "this story must be centered about General Somervell. I want him to get the publicity."

Of course the reporter pitched and tossed on his way out of the Pentagon and said things about the dumbness of colonels that he did not really believe. The reporter wrote the kind of a story he thought was justified and three nice, kindly colonels lit down on his office and got the story stopped.

The vats of memory

WHICH brings to mind Isador Lubin, our present Minister to Moscow. His original appointment was to the over-all job of operating our business relations with the Soviets but when Mr. Truman moved into the White House Lubin was frosted back a notch. When he was the Labor Statistician a reporter for a business publication made an appointment with him to talk about this and that:

"American business," Mr. Lubin began—

He is a forceful, able, and highly convinced person. He entertained the reporter for two hours by telling him that American business had tartar on its teeth. It was, according to Mr. Lubin, stupid and greedy. The reporter said he would like to return the following day and take up Mr. Lubin's charges one by one and Mr. Lubin said that would be all right. The next day the reporter sat in Lubin's outer office for two hours, saw a procession of nice looking friends go in and out, caught cold glances from the corner of Mr. Lubin's eye, and finally went away to the tune of apologies from his secretary who said that Mr. Lubin must have forgotten. Roger.

The third world war

ONE of our senators—he highly favored the San Francisco Charter—observes that we still have the habit of reaching into our pants' pocket when

we see a guy with an eyepatch and a packet of yellow pencils. Some one suggests that we give England \$3,000,000—



give it—to help straighten out her petty cash. If there was any outcry from the taxpayers he has failed to hear it. Janet Flanner—the hot stuff lady who signs her *New Yorker* pieces Citizen Genet with hats on the e's—told that even during the war some one was so worried about Germany's future that the Allied bombers managed to miss many privately owned factories. We are so hell bent on something or other that the OPA would not let our citizens buy the meat that Canada wanted to sell. France is willing to forget for the moment those Uncle Shylock remarks she made some years ago and run another little bill with us. The world money pool may be a good idea but he is bound to observe that the money we put into it is all good. He thinks it may take a Third World War to get us out of the multiplication table.

Mouse under a blanket

THE senatorial historian previously quoted said that he feels sometimes like a mouse under a blanket. He can hear noises but he cannot make out what is going on. The other day he ventured at a cocktail party—one of the holdover parties in which the idea of making mankind beautiful is mixed with a slight splash of cane spirits—to quote the late Leon Fraser. Fraser was at one time the head of the Bank of International Settlements at Basel, and at his death was president of the First National Bank of New York. He said of the world money pool:

"It breathes the spirit of true British patriotism. Small countries which cannot now buy from Great Britain can draw the United States money and buy British goods. That will be fine."

The Senator said that he was stamped practically flat.

Watch the Ross boy

IN THE very recent past the professionals who hold up wetted fingers to the political winds watched Eleanor Roosevelt's "My Day." It often happened that what she hinted today came true tomorrow. Nowadays the same gentry are following Charles G. Ross with bloodhounds. He is the old school friend, the lifelong intimate, and the present private secretary of the President. It often happens that a subject comes up about which Mr. Truman knows little or nothing.

So he sends Mr. Ross out to find out.

He was, and is, an ace among top-notch reporters. He comes back with the facts. He covers the assignment just as he did when he worked for the *Post Dispatch* and made a national reputation. And he is as cool in his appraisal as a knife. It's a new idea.